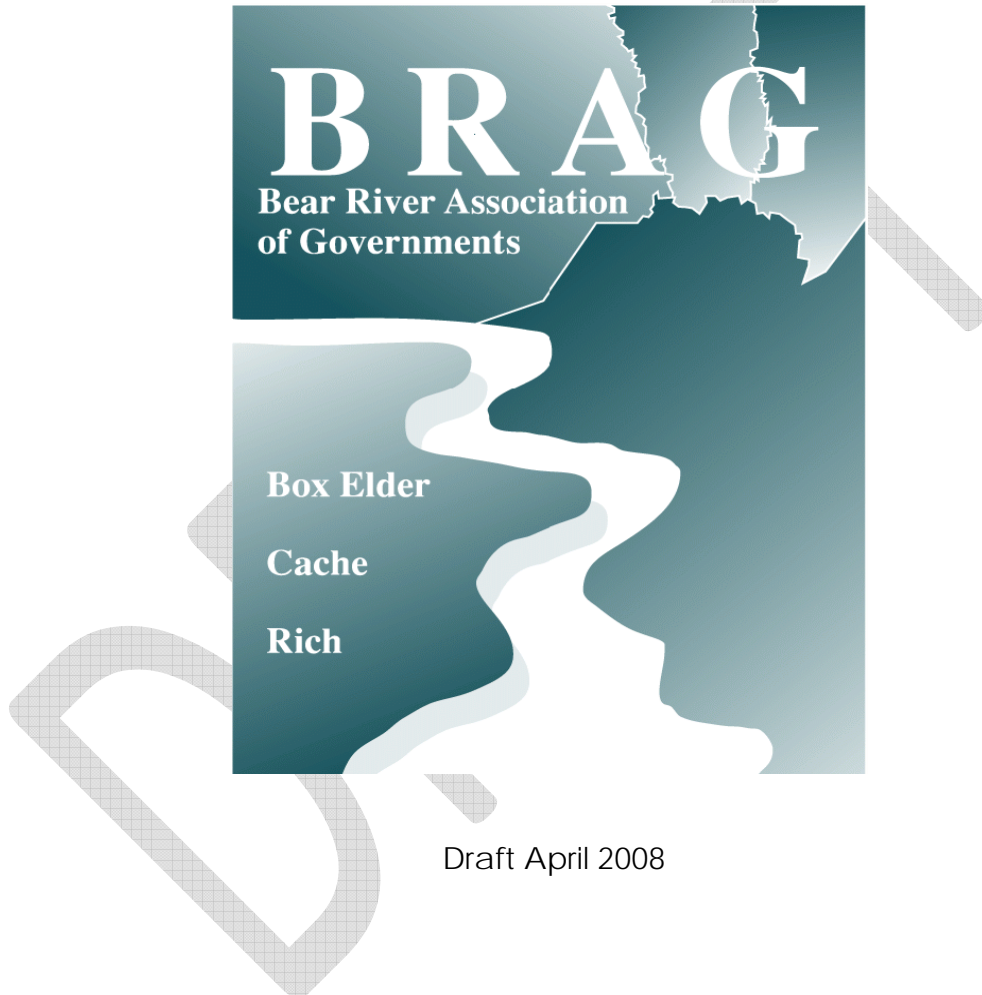


**2008
Comprehensive
Economic Development Strategy
(CEDS)**

for Box Elder, Cache and Rich Counties



Draft April 2008

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Background

This is a new Comprehensive Economic Development Strategy (CEDS) that meets the 13 CFR 303.7. It is being prepared by the Bear River CEDS Strategy Committee and BRAG staff. Final approval of the document will be given by the Bear River Economic Development District (EDD) Planning Organization Governing Board on or about July 22, 2008. The CEDS will be available for review and comment by the public for a period of at least 30 days prior to submission to EDA.

The preparation of the CEDS document is dependent on the collaboration between the CEDS Strategy Committee, BRAG Governing Board, BRAG staff, local units of government, local economic development professionals, workforce development officials, Bridgerland Applied Technology College, Utah State University, chambers of commerce, business owners, and citizens.

The purpose of this strategy is to promote a coordinated regional approach to accomplish desired economic development objectives. The process will identify regional strengths, weaknesses, opportunities and resources and services to address those issues. Thus, enabling and enhancing local decision-makers', stake holders', and the public's ability to evaluate and make the best possible choices to protect, enhance and promote the high quality of life in the region.

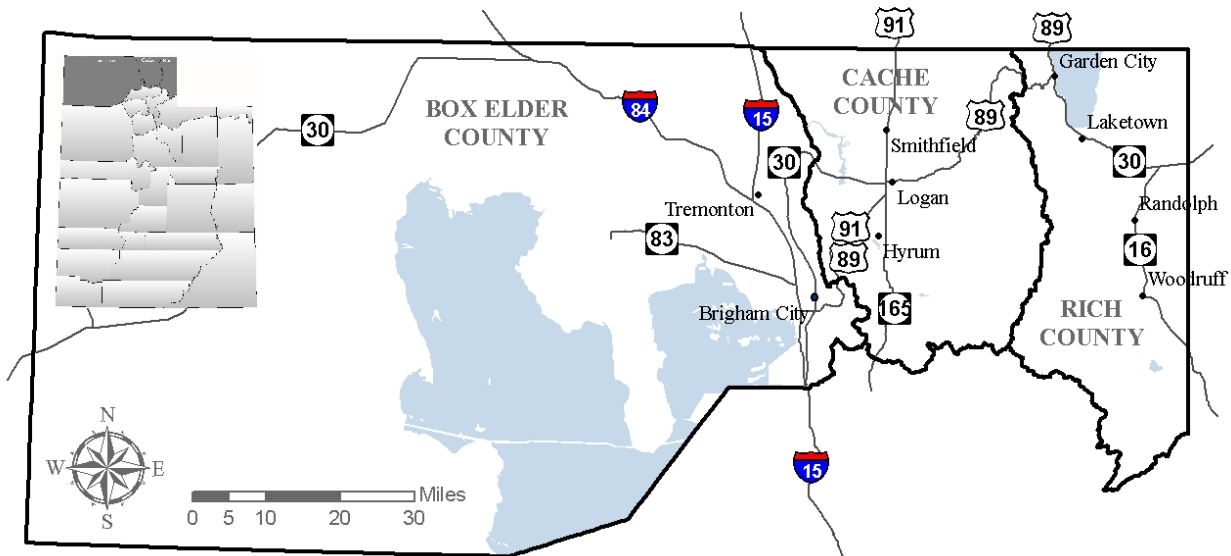
CEDS Organization and Management:

The Bear River Economic Development District CEDS process is guided and overseen by the BRAG CEDS Strategy Committee. This committee is made up of representatives of the public and private sector. The CEDS committee provides input to the CEDS document, as well as final draft approval.

BRAG CEDS Strategy Committee:

William Cox, Chairman	U.S. Mail Contractor, Woodruff, Rich County
Clark Davis	Bott & Davis CPA, Brigham City, Box Elder County
Chuck Earl	Construction Business Owner, Fielding, Box Elder County
Jay Hardy	Double H Dairy, Tremonton, Box Elder County
Rich Van Dyke	Idle Isle Candy, Brigham City, Box Elder County
Darrel Gibbons	Gibbons Brothers Dairy, Lewiston, Cache County
Randy Watts	Truss Tec, Logan City, Cache County
Cory Yeates	Cache Valley Ice, Logan City, Cache County
Craig Showalter	Shubee Repair, Woodruff, Rich County
Norman A. Weston	JW Cattle Company, Randolph, Rich County
Thomas J. Weston	Weston Back Hoe, Laketown, Rich County
LouAnn Christensen	Brigham City Mayor, Brigham City, Box Elder County
Chad Downs	Education, USU Extension, Smithfield, Cache County
Lynn Lemon	County Executive, Cache County
McKay Willis	Laketown Mayor, Laketown, Rich County
Sandy Emile	Cache Chamber of Commerce, Cache County
Allen Harrison	Bear Lake Regional Commission, Rich County
Ted Nyman	Work Force Development, Department of Work Force Services, 3 counties
Susan Thackeray	Box Elder County Economic Development, Box Elder County

Regional Economic Profile



Geography

Permanent western European settlement was pioneered by Mormon families in the Bear River District during the mid 19th century. Throughout this diverse landscape in Northern Utah, now divided into Box Elder County, Cache County, and Rich County, settlers created small farming communities which exist to this day. Some of these communities remain distinct, yet many, have grown to where they share common boundaries.

Urbanized areas of the Bear River District include Brigham City and Tremonton, in Box Elder County and the City of Logan which has over 50,000 residents and is center to a Standardized Metropolitan Statistical Area that includes Cache County and Franklin County, Idaho with a population of 121,000.

The Bear River Economic Development District is part of the Bear River watershed and includes a variety of topography including mountainous forest and range land that is managed for multiple use including watershed, timber, wild life, cattle, and much valued recreation.

Box Elder County is the western most county in the district consisting of 6,728 square miles, of which 5,640 square miles is land and 1,088 square miles of it (16%) is water. 32.88% is federally managed, 6.36% state managed, and 44.59% is privately owned.

The Great Salt Lake lies in the southern portion of the county. Interstate 15 runs through the eastern portion merged with Interstate 84 past Brigham City. They split at Tremonton, with 84 heading northwest past Snowville into Idaho and 15 heading north past Plymouth and Portage into Idaho. To the east lie the Wellsville Mountains, a branch of the Wasatch Range, the summit of which is the county line between Box Elder and Cache. In the west is a large, mostly uninhabited desert area and the Nevada state line.

Cache County has a total area of 1,172 square miles, of which, 1,166.5 square miles is land and 5.5 square miles (0.06%) is water. Federally managed land makes up 37.15% of Cache County. 4.65% of the land is State managed and 57.73% is privately owned.

On the western edge of the county lies the Wellsville Mountains and on the eastern edge lie the Bear River Mountains, both northern branches of the Wasatch Range. A canyon carves its way through the Wellsville Mountains from Brigham City in Box Elder County. Up this canyon climb US Highways 89 and 91 together. In downtown Logan the highways split, with US 91 heading north into Idaho and US 89 heading east and northeast into Logan Canyon and to Rich County. Taking up the land between the Wellsville and Bear River Mountains is Cache Valley, a relatively flat and fertile agricultural valley traversed by the Bear River and dotted with small farm towns in the west and the larger, more urban, and faster-growing areas along the east benches of the Bear River Mountains. The county climbs to an elevation of 9,980 ft (3,042 m) at Naomi Peak in the Bear River Mountains.

Rich County lies to the east of Cache County and has a total area of 1,085.4 square miles, of which 1,028.2 square miles is land and 57.2 square miles (5.32%) is water. 32.10% is federally managed, 7.29% state managed, and 55.34% is privately owned.

Bear Lake and Bear Lake Valley straddle the Idaho/Utah State line with the southern half of the lake and the valley in the northern part of Rich County. This lake is famous for its deep blue water, beaches, and surrounding mountains. The Bear River Valley reaches into Wyoming and supports large ranch operations in the southeast part of the county. The rest of the county is covered by mountains, including the Bear River Range. Because of the high elevation (over 6,300 feet in Bear River Valley and almost 6,000 in Bear Lake Valley) the climate is cold in winter and mild in summer, and the population is limited. There are only four significant settlements in Rich County, however the eastern slopes of the Bear River Range is an increasingly popular location for cabins.

Population:

The region experienced a growth rate of 3.2% between 2006 and 2007, with net migration of 2,310 persons. The 2007 population was estimated to be 158,675 (Utah Population Estimates Committee).

Employment and Wage Data:

Wages are expected to increase as the labor needs exceed the available labor pool. Average annual wages increased by 7.2 percent in Box Elder County from 2005 to 2006, only 3.5 percent in Cache County, and 8.8 percent in Rich County. The 2006 annual average wage for Box Elder County was \$37,806, \$27,009 for Cache, and \$21,586 for Rich County. The third quarter annual wage for 2007 was up to \$38,556 in Box Elder County and was actually down slightly in Cache and Rich Counties.

<u>Year</u>	<u>Period</u>	<u>Nonfarmjobs</u>	<u>Estments</u>	<u>Mnth Wage</u>	<u>Payroll</u>
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Box Elder

2007	3rd Quarter	20,508	1,208	\$3,213	\$197,717,250
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2006	Annual	19,414	1,179	\$3,172	\$738,870,420
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Cache

2007	3rd Quarter	48,856	3,243	\$2,250	\$329,808,927
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2006	Annual	48,112	3,245	\$2,162	\$1,247,974,142
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Rich

2007	3rd Quarter	926	126	\$1,713	\$4,760,027
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2006	Annual	719	124	\$1,719	\$14,833,054
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Employment and Unemployment:

The total civilian labor force for the Bear River District in March 2008 was 86,409. 83,843 were employed and 2,566 were unemployed, with a 2.9% unemployment rate.

March 2008

Labor force	Employed	Unemployed	Unemployment rate
24,086	23,228	858	3.6 BE
60,905	59,231	1,674	2.7 Cache
1,418	1,384	34	2.4 Rich

Workforce Development and Use:

Job vacancy rates indicate a need for additional workforce development. Job vacancy rates for Bear River and Wasatch Front rose from 2.9 percent to 3.3 from fourth quarter 2005 to 2007. (Utah Department of Workforce Services, Job Vacancy Study (JVS) for the Fourth Quarter 2007). The average advertised wage for job openings surveyed was \$13.10/hr, up from \$12.20/hr measured in 2005. After adjusting for inflation, however, the average wage for the fourth quarter 2007 openings is only 20 cents higher than the 2005 offering.

Eight of 17 publishable industry groups reported a growth in job openings since the fourth quarter of 2005. The top five occupations with the most available openings were combined food preparation and service workers, retail salespersons, cashiers, registered nurses and customer service representatives. “Difficult-to-fill” occupations are those occupations that are experiencing a labor gap or skill shortage. The “difficult-to-fill” occupations were welders, industrial and civil engineers, machinists, registered nurses and pharmacists.

Shortages are also being experienced in jobs that have typically been filled by migrant workers. Hispanic citizens are filling higher paying jobs in food processing, manufacturing, and construction. Employers and Hispanic persons could benefit from programs that train this population in these difficult-to-fill occupations.

Workforce development encompasses organizations at national, state, and local levels that have direct responsibility for planning, allocating resources, providing administrative oversight and operating programs to assist individuals and employers in obtaining education, training, job placement, and job recruitment.

The primary organizations to oversee these responsibilities are Utah Department of Workforce Services with two offices to serve the tri-county area, Bridgerland Applied Technology College with campuses in all three counties, the public school districts (four), Utah State University Campus and Extension, and private schools. Also included in this network are Utah State Office of Rehabilitation, Rehabilitation Services Division which provides retraining to help persons with disabilities re-enter the workforce and the regional Cache Business Resource Center which provides resources to help emerging and existing businesses to succeed.

Agriculture

Agriculture does not make up the majority of the region's economic profile, however it still plays an important role in the regional economy, as well as characterizes the look and feel of the region, and is a strong part of the region's heritage. While generating only 2.3% of Box Elder County's earnings, income from farming totaled over \$23 million. Farming generates only .8% of the total earnings in Cache County with income of \$12.9 million. 13.2% of Rich County's income was generated in farming totaling of \$3.2 million. There are 2442 farms in the region that encompass 2.1 million acres. Value of farm products sold in 2002 was \$224 million with over 75% of that generated from livestock sales.

(U.S. Bureau of Economic Analysis, June 2007; USDA 2002 Census of Agriculture)

Economic Clusters:

Manufacturing and other "traded-sector" industries generally benefit from clustering. Economic clusters indicate access to a large pool of appropriately skilled labor in that area of expertise; realization of operational cost savings by using suppliers and other service providers that have located in the area to serve the cluster. (Transportation and communication costs are often lower when the firms that need to interact are close to one another.); and benefits from the interchange of ideas that occurs, formally or informally, through proximity. Competition with other firms in a cluster can also promote innovation and creativity. In terms of comparative advantage, counties or regions that are seeking to attract relocating businesses that match the existing concentrations of firms, are generally more attractive to those firms, because they offer the economies of scale that can lead to cost savings for relocating businesses. That concentration also advertises very clearly that the region possesses the factors of production necessary for the success of businesses in that cluster.

At the onset of developing the CEDS, the CEDS committee members intuitively identified the region's economic clusters as:

- Aerospace: Composites and advanced materials, propulsion systems, communications and avionics
- Life Sciences: Environmental and agricultural technology, bio- remediation, instrumentation to monitor environmental conditions, Microbe biotechnology
- Agriculture and agricultural related industries including food processing
- General and industrial manufacturing: steel reuse, recycling, fabrication in BE County
- Tourism

Data from the Utah Department of Workforce Services (John Mathews, Regional Economist) were gathered to validate these assumptions. The tool used for identifying the economic clusters in the Bear River Region is the Location Quotient (LQ). Location quotients describe the extent to which a particular industry is concentrated in one area relative to a larger reference area. A location quotient is simply a ratio of ratios: the ratio of an area's employment in one industry to its employment in all industries, divided by the ratio of a larger area's employment in that same industry to this larger area's employment in all industries. Location quotients greater than one indicate that the industry is more represented in the smaller area (e.g. the region) than it is in the larger area (e.g. the nation), while location quotients less than one indicate that the industry is less represented in the smaller area than it is in the larger area.

Location quotients of 2 or more have been used to help establish the region's industry clusters. Industries with LQ's greater than 2 in Box Elder County include: crop production (2.56); animal production (5.27); fabricated metal manufacturing (2.7); transportation equipment manufacturing (19.24).

Industry sectors with LQ's greater than 2 in Cache County are: food manufacturing (6.75); wood product manufacturing (2.4); printing and related support activities (4.59); chemical manufacturing, which is comprised mostly of pharmaceutical and medicine manufacturing (2.07); computer and electronic product manufacturing (2.36); and miscellaneous manufacturing which is comprised of medical equipment and supplies and recreation equipment (10.62).

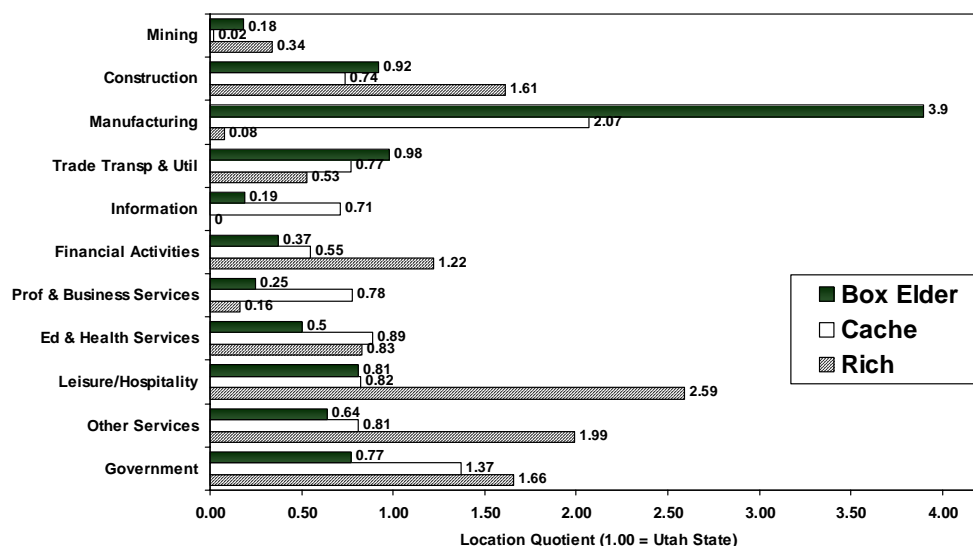
Rich County's reliance on tourism, travel, and recreation is apparent with a very high LQ of 2.59. This, compared to .81 and .82 in Box Elder and Cache counties, makes Rich very reliant on tourism.

These LQ's do indeed validate the initial cluster identification of aerospace and transportation; life sciences and chemical and environmental instrumentation; agriculture and food production; general and industrial manufacturing; and tourism. Thus, the resources needed to keep these industries sustainable should receive strong attention.

LQ's that were calculated for more broad industry classifications (than those above) show that government, which includes public education, is clearly important in Cache (USU) and Rich (public schools with LQs of 1.37 and 1.66 respectively). Utah State University is a primary economic driver in Cache County.

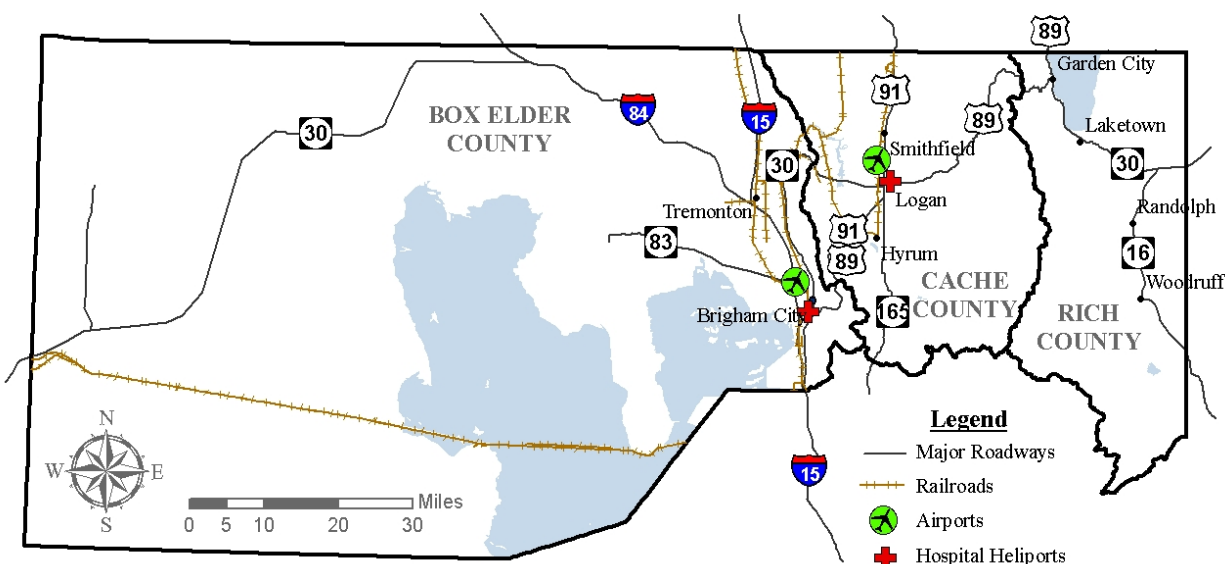
Location Quotients of less than .8 occur in the three sectors of information, financial activities, and professional and business services are not as significant in the Bear River region as they are in the Wasatch Front where those services are concentrated. Where these sectors tend to be growing and offer higher salaries, this may be an area of growth potential that could be nurtured.

Bear River Industry Location Quotients, 2006



Transportation Systems:

As transportation costs increase, business location relative to supplies is more important than it has been in the recent past. The Bear River region has good transportation access and is served by Interstate Highways I-15 and I-84 in Box Elder County. The tri-county area is well served by many federal, state, and local roads that for the most part are well-maintained.



Major Highway Freight Corridors:

The Bear River Economic Development District is served by several important highway freight routes, mostly via Box Elder County, and as such is a key junction point for the trucking industry. Interstate Highways 15 and 84 merge just west of Tremonton. I-15 connects the Bear River region to Salt Lake City and the Wasatch Front and is the primary north/south highway freight route through the Mountain West. I-15 also serves as the main Canamex Corridor route for traffic to and from Mexico and Canada generated as a result of the North American Free Trade Agreement (NAFTA) Treaty. I-84 is the main highway link between the Pacific Northwest and the Midwestern and Eastern United States handling east/west truck traffic. U.S. Highways 89 and 91 are combined at the south end of Brigham City and split again in Logan at 400 North where Highway 89 travels east through Logan Canyon along Bear Lake and to Jackson Hole and Yellowstone, Wyoming.

In addition to considerable amounts of long-distance truck traffic on these main highway freight routes, industries in the Brigham City area generate substantial inbound and outbound truck traffic. Wal-Mart Distribution Center, Autolive Corporation, Nucor Cold Finish and Vulcraft, Staker Parson Gravel Pit, Fife Rock Products, and Big J Grain Mill generate anywhere from 25 to 200 inbound/outbound trips per day. (Brigham City Transportation Plan prepared by UDOT 2004)

With easy access to major freight highways, Box Elder County's central location in the Mountain West puts it only a single day's drive (less than 11 hours) from west coast

Sea ports, industrial centers and markets, as well as those in Colorado, Arizona, and Nevada. Tremonton's transportation crossroads status combined with the low cost inherent in its rural location, make it attractive to many industries.

In addition to the thousands of long-haul trucks which pass through the Tremonton area each week on these three important freight routes, more than 400 trucks per week serve the six major industries at the Tremonton Industrial Park (as of 2006). Located on the northwest side of town, Tremonton's industrial park has easy access to both interstates via Exit 383 on I-15. Trucks wishing to reach the industrial park from Exit 40 on I-84 are hampered by the lack of a traffic signal at the intersection of 10th West and Main Street. Local street infrastructure is the primary challenge associated with future growth in freight transportation in Tremonton. (Tremonton Transportation Plan prepared by UDOT 2004)

State Road 30 links Logan and Cache Valley with I-15 at Riverside, only seven miles north of the I-15/I-84 junction in Tremonton. Freight traffic to and from Cache County and the Pacific Northwest or Canada is increasingly using this route to access the Interstate Highway system. As such, S.R. 30 is rapidly becoming the primary freight corridor serving the fast-growing Cache Valley.

Highway 89/91 enters Cache County from the south and splits at 400 North in Logan with 91 continuing north and 89 going east through Logan Canyon to Rich County. There are significant truck movements on 1000 West from HWY 89/91 to Airport Blvd. Recently, UDOT gained possession of 1000 West and will manage it as a north-south truck bypass to relieve congestion on Highway 89/91. State Road 30 is a two lane road that serves as one of the major truck entry points into Cache Valley (from Box Elder County). As of Summer 2008 passing lanes on both sides of the summit will be complete.

A recent survey of Cache County manufacturers revealed that over 40 manufacturing companies in Cache County generate substantial truck traffic on a daily basis with as few as two to as many as 20 trucks per day. Schreiber Foods, Inc. generates over 200 and up to 350 trucks per week. Highway corridors used mostly for freight include Highway 89/91, 600 West in Logan, 1000 West in Logan, State Road 30 (200 North in Logan), 2500 North. Most frequently recommended improvements were to 600 West, 1000 West, and 2500 North.

Cache County's Transportation Improvement Plan will include a Freight Action Plan that will include increased curb radii to improve the ability of truck turning movements, improved traffic signalization timing and locations, improved driveway entrance geometrics, and improved and longer turning bays.

Cache County's business community is focused on the cost of congestion and its effects on the region's ability to attract and retain businesses. Clearly, large scale improvements in congestion will require longer-term strategies that not only include potentially costly infrastructure investments, but that also help to better organize freight activities via land use. (Cache MPO Freight Planning Review, April 2007).

Although not located on a main highway freight corridor, Rich County sees considerable

truck traffic on the highways that converge in Garden City. Freight traffic en route to or from U.S. 30 continues north from Garden City on U.S. 89, while I-80 bound trucks use State Route 16 from Garden City south through Randolph and Woodruff toward Evanston.

There are no large freight generating industries or businesses in Garden City, and aside from local deliveries to stores and resorts, most truck traffic passes through the community. (Garden City Transportation Plan prepared by UDOT 2005). Transportation of livestock would be the greatest locally generated freight in Rich County, mostly from areas south of Bear Lake and adjacent public lands grazing areas.

Efforts are underway in Rich County to establish a by-pass or frontage road from the south end of the lake through Garden City. This would decrease safety hazards during peak tourist season when SR 16 can be too congested for safe passage of emergency vehicles.

Freight by Railroad:

Box Elder County: On May 10, 1869 the famous Golden Spike was driven at Promontory, Utah, less than 30 miles northwest of Brigham City and less than 20 miles southwest of Tremonton marking the completion of America's first transcontinental railroad. Since that time, railroad freight service has been an important factor in the local economy. Although the transcontinental mainline was relocated to the historic Lucin Cutoff causeway across the Great Salt Lake west of Ogden in 1904, Brigham City has continued to be served by the Union Pacific Railroad.

Intersection of SR-91 & SR-13 Brigham City is the junction point between UP's secondary mainline from Ogden north to Pocatello, Idaho, and the Malad Branch running northwest from Brigham to Malad, Idaho via Corinne, Tremonton, and Plymouth, Utah. Several switching tracks are maintained by UP along the north/south mainline between the Malad Branch junction and the Forest Street crossing on the west side of downtown. Inasmuch as Forest Street is now one of three access points to and from I-15/84, railroad switching movements at the small Brigham City freight yard are having a greater impact on highway traffic.

Train operations in Brigham City consist of the "Malad Local," which operates daily except Saturdays between Brigham City and the main Nucor Steel mill at Plymouth, Utah. The Malad Local operates on an as needed basis to serve shippers along the line between Plymouth and Malad, Idaho. However, with the recent addition of new rail shippers in Malad, this train will soon be running all the way to the end of the line three days per week, resulting in additional cars to be switched at the downtown Brigham City freight yard. Freight cars traveling to and from either Brigham City's own industries or those served by the Malad Local, arrive and depart from Brigham City's downtown freight yard via the "Brigham-Little Mountain Local." This train originates in Brigham City every day except Saturdays and takes outbound cars south to UP's Ogden/Riverdale Yard, and returns inbound cars for local delivery or transfer to the Malad Local. There are two to three mainline freight trains that pass through Brigham City every day in each direction. Normally these trains do not stop to switch cars in Brigham City as the transfer of cars traveling to and from Brigham City is handled at the Ogden/Riverdale Yard via the Brigham-Little Mountain Local.

The “Brigham Switcher,” does local switching in the small yard near downtown Brigham City putting together the outbound trains to Malad and Ogden. The Brigham Switcher goes on duty at 7:00 AM every day except Sunday, with the Brigham-Little Mountain Local going on duty at 8:00 AM. It is these two trains that create the bulk of the traffic delays at the Forest Street crossing. The Malad Local goes on duty at 2:00 PM in the afternoon.

The Union Pacific is well aware of the traffic impact issues at Forest Street, with current Manager of Train Operations (MTO) in Ogden, as well as the local train crews, striving to minimize blockage of that important crossing. Brigham City and the Union Pacific should work together to consider what options are viable for addressing this issue.

The largest rail shipper in the Brigham City area is Nucor Steel, with Nucor Cold Finish receiving about 50,000 tons of finished steel each year by rail, while Vulcraft next door receives more than 100,000 tons of steel annually. Almost all of these rail shipments come from the main Nucor Steel Mill in Plymouth, Utah via the Malad Branch, on which both of these subsidiary companies are located near the Brigham City airport. As such, the cars traveling to and from Plymouth and the Vulcraft/Nucor Cold Finish plants are not switched at the aforementioned downtown freight yard. UP averages two to three mainline freight trains in each direction daily through Brigham City, which provide a link for local industries to the rest of the nation via the main freight switching yards in Salt Lake City, Ogden, Pocatello, and at Hinkle, Oregon, near Hermiston in the northeast part of the state.

Rail freight service to Tremonton is provided by Union Pacific’s Malad Branch, which connects with UP’s secondary mainline between Ogden and Pocatello at Brigham City. Train operations in Tremonton consist of the UP “Malad Local,” which operates daily except Saturdays between Brigham City and the Nucor Steel Mill in Plymouth via Tremonton. Freight cars traveling to and from Tremonton are handled by the Malad Local, which connects with a similar train operating between Brigham City and Ogden, where mainline connections are made nationwide. The Tremonton Industrial Park has a rail spur off the Malad Branch which is owned by the city and maintained by UP. Currently only one industry, Intertape, Inc., uses this spur, receiving an average of four 100-ton capacity covered hopper cars of plastic pellets per week from either Texas or Alberta petrochemical plants. Plans are in the works to extend the spur west through T & M Manufacturing’s facility to serve the expanding Malt-O-Meal complex within the next three years. Both Intertape and the Union Pacific report difficulties in serving the Tremonton industrial spur owing to the current layout of the switch connecting the spur with the UP branch.

Cache County is currently being served by a short line rail service that is moving between 8 to 15 rail cars per week. (Current shipments include bulk items such as tallow, feed, and plastic pellets.) The low number of rail movements may endanger continued short line rail service. Loss of rail service will affect existing industries as well as the potential for attracting new industries. In order to assure future rail service, the existing rail service should be used as a strength for attracting new industries. Future industrial sites should be developed around existing rail spurs where possible in order to attract new industries that depend on rail services. (Cache MPO Freight Planning Review, April 2007)

Rich County: The nearest railroad freight service to Garden City is in Montpelier, Idaho, or Evanston, Wyoming, both of which are served by major east/west mainlines of the Union Pacific.

Air:

Limited airfreight services are provided at Pocatello, Logan, Brigham City, and Ogden, with heavy airfreight operations found at the Salt Lake City International Airport.

Brigham City Airport boasts three Fixed Base Operators, over 50 new hangar spaces, and newly expanded 8900' x 100' lighted runway with 60,000 per Dual Axle weight capacity that supports over 40,000 annual operations of general aviation and business jet traffic.

The Logan-Cache Airport is currently a General Aviation Airport and is governed by the Logan-Cache Airport Authority formed by Interlocal Agreement between Cache County and Logan City in 1992. The main runway is the second longest in the state and is lighted. It is in good condition and is 9095 x 100 foot asphalt. The secondary runway needs repair and is 5005' x 75' of asphalt. The airport is now served by a recently installed Instrument Landing System. The airport has two fixed wing training schools, helicopter training, and one Fixed Base Operator. Air freight is expected to increase in the future. Commercial airline service is an economic development objective of the Logan-Cache Airport Authority.

Employee Commuting Patterns:

In late 2007, BRAG conducted a Large Employers Survey to determine commuting patterns and needs of companies with more than 50 employees. The responses from the surveys helped to identify commuting patterns of employees. Of the 75 voluntary surveys that were returned, 490 people commute from Franklin County, Idaho to Cache County; 1,202 people commute from Cache County to Box Elder County; 365 people commute from Box Elder County to Cache County; 1,276 people commute from Weber County, Utah to Box Elder County; and 237 commute from Oneida County, Idaho to Box Elder County.

Public Transportation:

Box Elder County:

Brigham City does not have a bus transit system. However, the Utah Transit Authority does operate two bus routes primarily for commuters, which link Brigham City with Ogden. Brigham City is currently involved in planning activities to assure that the city will connect with the Front Runner commuter rail system that is being built north from Salt Lake City. Phase One of commuter rail should be in operation between Salt Lake City, Ogden, and Pleasant View by early 2008. While the extension of service north to Brigham City is not included in the first phase of commuter rail construction, additional tax revenue to support the project from Pleasant View to Brigham City did receive voter approval and should facilitate the expansion within the next five years.

Cache County:

Fare-free transit services for citizens and visitors began in Logan on April 27, 1992. Services were funded by a local ¼ percent sales tax and through Federal Transit Administration Urbanized Area Formula Program grants. The Logan Transit District started out with seven 26- foot buses and 6 routes.

In July of 1996 weekday bus service was extended until 9:45 p.m. (beginning at 6:15 a.m.) Monday through Friday and Saturday service was provided every 30 minutes from 9:15 a.m. to 6:45 p.m. Two more routes were also added including a "tripper" route for the high school and middle school during peak times.

In June of 1997 LTD surpassed one million passenger trips in a single year. In the years of 1996-1997 eleven new 32-foot ElDorado Transmark buses were purchased.

On April 19, 1999 the bus garage facility opened its doors. It houses the Administration, Operations and the Maintenance functions all under one roof. It also provides storage of transit vehicles in a fenced and secured site.

On November 7, 2000 Cache Valley voters elected to establish the Cache Valley Transit District (CVTD). As part of this public referendum, voters ratified a special services district that includes the cities of Richmond, Smithfield, Hyde Park, North Logan, River Heights, Providence, Millville, Nibley, and Hyrum. In addition, a 1/4 of one percent sales tax was established to fund the CVTD. This district provides transportation to the citizens of Cache Valley. The Logan and Cache Valley districts have been combined and service to Preston in Franklin County, Idaho have also been added.

In spite of increased ridership, in November 2008, Cache County residents voted against a ¼ cent sales tax increase to provide additional funding for the transit system. Because of rising fuel costs the CVTD Board, is now having to look into realigning services as well as service cuts. (CVTD ridership increased 12 % from 132,777 in May 2006 to 148,815 total trips in May 2007.)

Rich County:

In Rich County, public transportation between Montpelier, Idaho and Garden City was introduced in the summer of 2007 to assist employers in attracting seasonal workers in tourist and hospitality services. This service will be repeated in 2008.

Mobility and Transportation Planning:

Cache Metropolitan Planning Organization (CMPO)

Every metropolitan area with a population of more than 50,000 persons must have a designated Metropolitan Planning Organization for transportation to qualify for federal highway or transit assistance. Cache Metropolitan Planning Organization is the MPO for the Logan Urbanized area covering Smithfield, Hyde Park, North Logan, Logan, River Heights, Providence, Millville, and portions of Nibley and Cache County. MPO membership is made up of locally elected officials of the cities in Cache County within the urbanized area. Other appointed officials include the Manager of the LTD and CVTD. The CMPO is responsible for the development and maintenance of the Long-Range Transportation Plan (LRTP) through a "continuing, comprehensive, and cooperative (3C)" planning process; the annual development of a five-year program for highway and transit improvements. This program is known as the Transportation Improvement Program or TIP; and the annual adoption of a comprehensive one-year planning program: the Unified Planning Work Program or UPWP that describes and coordinates the individual transportation planning activities of all agencies in the area.

Box Elder Rural Planning Organization (RPO)

The purpose of the Box Elder Rural Planning Organization is to ensure that the Utah Department of Transportation and Bear River Association of Governments will work cooperatively with specific jurisdictions in Box Elder County (i.e., Tremonton, Elwood, Garland, Deweyville, Honeyville, Bear River City, Corinne, Brigham City, Mantua, Perry, Willard, and Box Elder County) to help plan the transportation system, prioritize transportation projects and to advise each other of Box Elder RPO needs and opportunities. Goals of the RPO are to organize and maintain a Regional Transportation Policy committee and a corresponding Technical Committee serve as Liaison with UDOT; develop Box Elder County Long Range Transportation Planning Process; participate in the Prioritizing Process for the Statewide Transportation Improvement Program; and develop Regional Infrastructure Inventory and Needs Analysis.

Community Transportation Plans (CTP) have been completed by UDOT for the following communities: Brigham City, Perry, Mantua, Tremonton and Elwood in Box Elder County and for Garden City in Rich County. The plans discuss existing conditions with regard to street classifications, bridges, traffic counts, traffic accidents, bicycle and pedestrian trails, public transportation, freight, and aviation facilities and operations. They also address future transportation improvement projects based on population and transportation forecasts and planning issues.

<http://www.udot.utah.gov/main/f?p=100:pg:4578918421268737594:::T,V:1367,29120>

BRAG Human Services Transportation Planning

BRAG is engaged in a process to develop a regional approach to human service transit operations in order to improve efficiency and effectiveness. This project will assist in the implementation of the regional strategies of the Utah Coordinated Human Service Public Transportation Plan. In order to accomplish this, a Regional Human Services Coordination Committee will work with regional human service transit providers for persons with disabilities, elderly, and low income persons. The Committee will rate and rank regional transit Federal Assistance Grant Applications and develop strategies that may include voucher programs and possible central dispatch of services.

Infrastructure:

Infrastructure capacity, maintenance, and creation are directly correlated to the economic health of a region. Specifically, access to water, sewer service, transportation, and now broadband are considered by many businesses to be cornerstone of their basic operations.

Broadband

Broadband is increasingly important to entrepreneurship and existing business operations. Ten broadband and Internet service providers were interviewed in 2006. DSL is provided by Qwest and Comcast in Box Elder and Cache Counties. (DSL is specifically Qwest language (telephone language) – Digital Subscriber Line. DSL is available at Internet speeds of 8.0 Mbps. The Comcast language term for this (DSL) is Cable Modem Service (CMS). It is also available at 8.0 Mbps. In Box Elder County DSL is provided at a maximum speed of 8.0 Mbps along the I-15 corridor from Willard to Fielding. In Cache County, DSL is also provided at maximum speeds of 8.0 Mbps. Cache County service is available from Wellsville to Richmond along Highway 91 and from Providence to just north of Paradise on Highway 165.

DSL is provided by Allwest.com at .768 Mbps in and around Laketown and Garden City up to the Idaho state line and to the Beaver Creek area in Logan Canyon. Centricom Interactive provides DSL service to Woodruff and Randolph at 5.0 Mbps.

Comcast also provides Broadband services of speeds up to 6 Mbps and 8 Mbps via cable and satellite in Box Elder and Cache Counties.

Fiber optic lines are provided by both Qwest and Comcast in Cache County at minimum speeds of 100 Mbps.

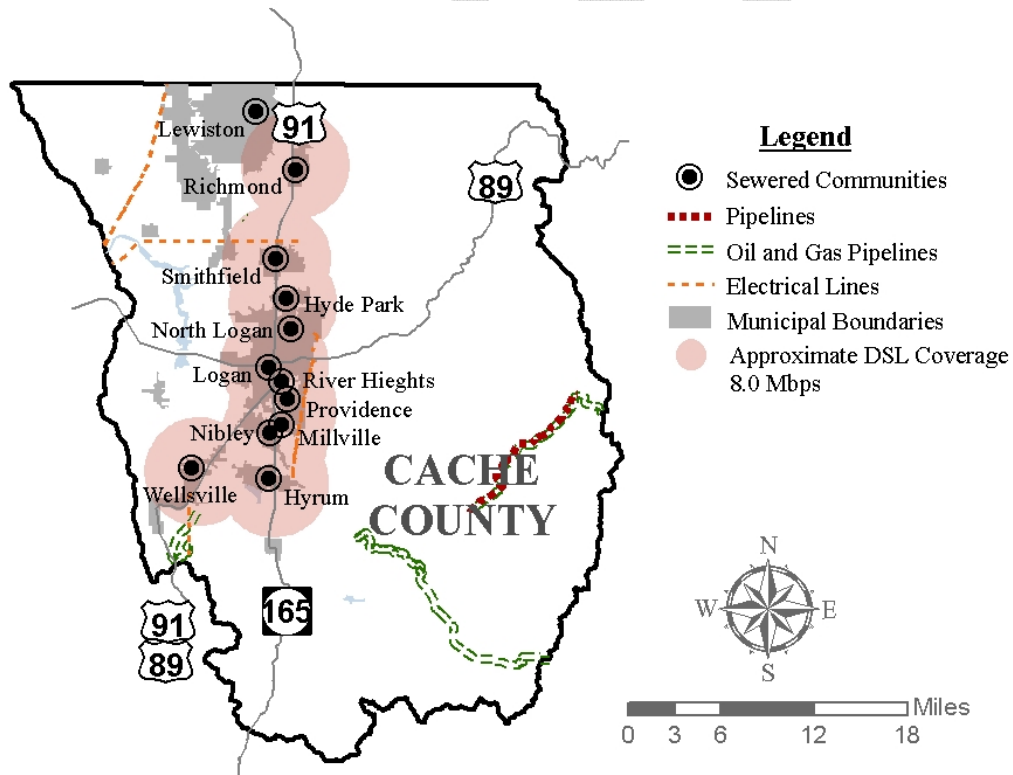
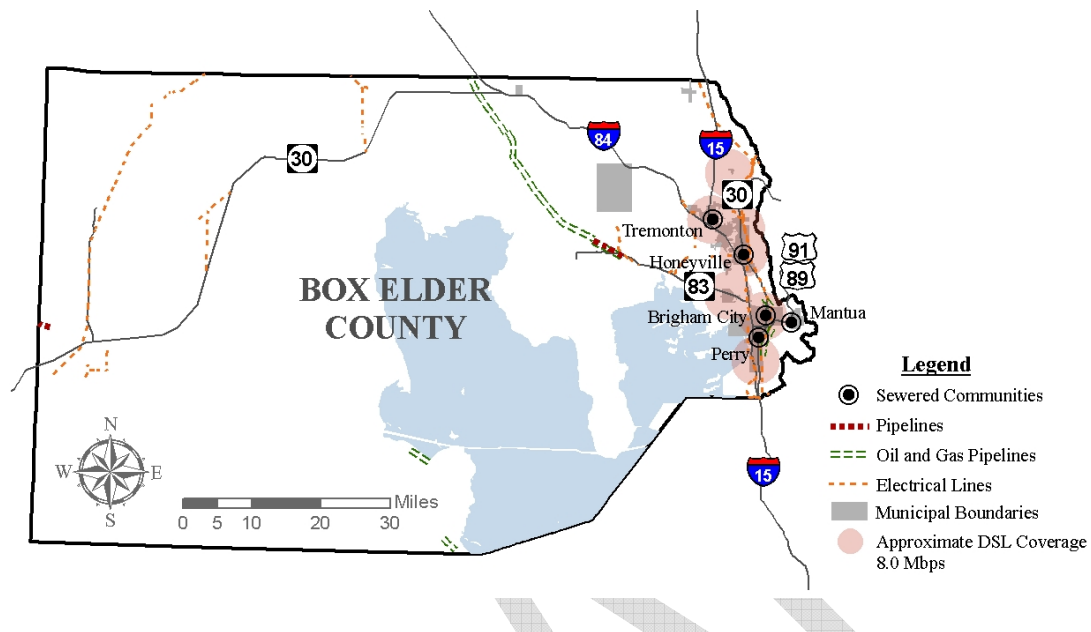
UTOPIA is in the process of constructing a universal fiber optic network line in Box Elder County from Perry to Tremonton. Every address in the city will have access. It will be a redundant, open net network, whereby UTOPIA is the wholesale provider and there will be six service providers (AT&T, Veracity, both to provide Internet and telephone; Xmission, to provide Internet; Sisna, Internet; and Mstar, voice. A minimum of 100 Mbps will be provided to each user that will provide voice over IP Internet protocol, phone, television, etc. Service will be available in Summer 2008.

Comcast has a fiber optic line along State 91 from Wellsville to Richmond area, and running also on 165 to Paradise. Here's how the line works – the fiber optic line starts in Sugarhouse SLC runs to Ogden, Brigham City, Tremonton – it crosses over to Mendon then to Logan where it branches out to Hyrum, Paradise, etc. For the outlying areas like Clarkston, Richmond, etc. a coax cable provides service.

TeamWiFi has 50 broadcast zones offering residential and business wireless service from Willard Bay to Tremonton in Box Elder County and Paradise to Preston in Cache Valley. Team WiFi provides service on the west end of Cache County, which is not currently served by DSL, cable or fiber.

Several companies provide Dish Internet, network satellite services capable of high speed Internet throughout the tri-county area.

There is a myriad of Internet providers in the tri-county area that provide Internet service via dial-up, DSL, satellite, and cable.



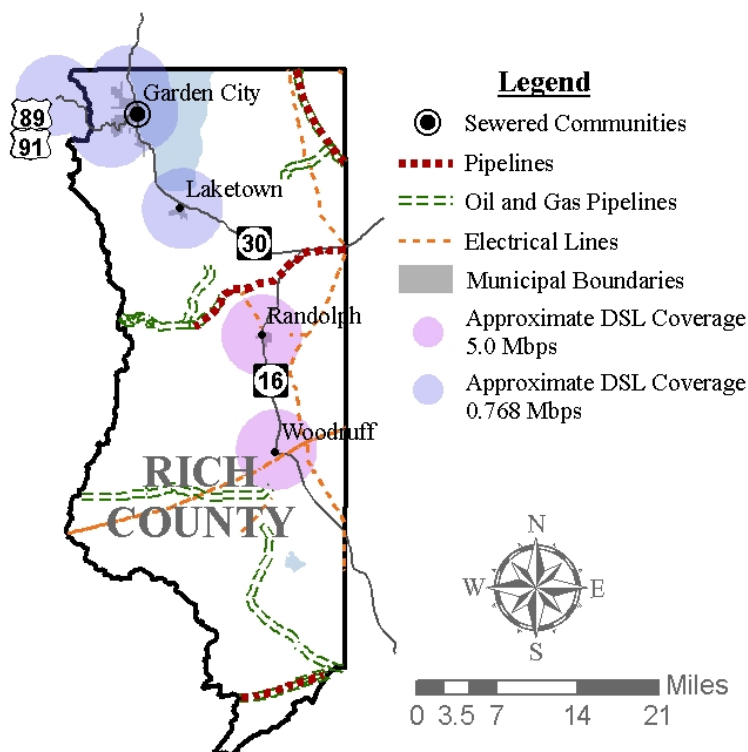
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Water Systems

The majority of culinary water systems in use in the Bear River region are privately owned or cooperatively owned systems. However, municipalities generally operate the treatment facilities and provide the largest number of service connections. Currently, there are 53 culinary water systems in Box Elder County. 46 systems are rated as “Approved” by the State Division of Drinking Water. Six systems are rated as “Not Approved,” and one system is listed as required to take “Corrective Action” to improve water quality.

There are 67 culinary water providers in Cache County, four of which are rated as “Not Approved” with no systems under corrective action.

In Rich County, 23 culinary water systems are in operation, with only one rated as under “Corrective Action.” As of the time of this report, the system is initiating upgrades that will improve the water quality to “Approved.”



Sewer Systems

While a significant number of communities in the Bear River region continue to operate exclusively using septic waste water disposal systems, the majority of the region’s population and developed areas are served by municipal sewer treatment facilities. These special service districts often include unincorporated areas in their service areas. None of the counties in the region operate waste water treatment facilities.

Box Elder County

There are seven operating municipal waste water treatment facilities in Box Elder County. At the time of this report, Perry City and Willard City are developing plans for a new jointly operated and administered waste water treatment facility.

Cache County

There are 10 waste water treatment facilities operated by local governments in Cache County. These systems are primarily located in the urbanized areas along the eastern and southern benches of the valley. Currently, Richmond City is initiating improvements to their treatment plant and Lewiston City is conducting a feasibility study to upgrade the capacity and quality of their facility.

Rich County

Garden City operates the only waste water treatment facility in Rich County. It provides services to many of the recreational developments in and around Garden City on the west side of Bear Lake. No additional treatment facilities are planned at this time.

Solid Waste

There are three solid waste disposal landfills operated by local governments in the Bear River Region.

Box Elder County

The County operates two sanitary landfills near Brigham City and Tremonton. Both facilities are full and must be replaced. The County contracts all collection services out to a private company.

Cache County

Logan City operates a 134 acre sanitary landfill in Cache County and provides collection services for all communities in the County. Logan City also provides county-wide recycling collection of metal, paper, and plastic goods.

Rich County

The County operates a 125 acre sanitary landfill that services all areas within the County. The County provides collection service for all communities in the County.

Box Elder and Cache Counties are currently involved in the organization and development of a regional landfill authority to provide sanitary landfill services to a 5-county area including Weber, Davis, and Morgan Counties in Northern Utah.

Police

Box Elder County

The County Sheriff's Department has office facilities located in Brigham City. The County provides police services for the following communities: Bear River City, Corinne, Deweyville, Elwood, Fielding, Honeyville, Howell, Plymouth, Portage, and Snowville. Brigham City, Garland, Mantua, Perry, Tremonton, and Willard all provide police service.

Cache County

Cache County Sheriff provides police services for all of the unincorporated areas of the County. Some of the communities maintain contracts for extra dedicated patrol hours from the County. Logan City owns and administers its own police department. North Logan and Hyde Park Cities also jointly own and operate a police department.

Rich County

The County operates a Sheriff's Department with office facilities located at the County Court House and a satellite office at the Garden City Office.

Fire and Emergency

Box Elder County

The coordination of fire management activities for all the communities is done by the County. In addition, the County provides the communities with some funding and resources. The County coordinates response agreements for areas located in the unincorporated part of the County. Brigham City maintains a full-time fire department. All other communities provide volunteer forces or contract with a neighboring community for service.

Cache County

The coordination of fire management activities for the County is done by the County Fire Marshal. The County provides the communities with coordination and some funding. Logan City administers a full time fire department. Other communities have volunteer crews with stations in Hyrum, Mendon, North Logan, Paradise, Richmond, and Smithfield.

Rich County

The County Fire Marshal coordinates the fire management activities of all the communities. The County provides some of the equipment and resources to the community fire departments. Garden City, Laketown, Randolph, and Woodruff each house emergency response equipment and host a volunteer staff.

Health Care

Box Elder County

The County is a participating sponsor (along with Cache and Rich Counties) of Bear River Mental Health Services and Bear River Health Department. The County also sponsors two senior care centers. The County is also served by two regional hospitals: the Brigham City Regional Hospital, and the Bear River Valley Hospital in Tremonton.

Cache County

Cache County is served by the Logan Regional Hospital. There is an additional Specialty Hospital in North Logan. Numerous smaller clinics are also operating throughout the County.

Rich County

The County has limited health care facilities. A branch of the tri-county Bear River Health Department is open in Randolph. There is also an emergency clinic, dentist office, and pharmacy in Garden City. County residents rely on facilities in Logan, UT, Montpelier, ID, and Evanston, WY for all other services.

Education

In the region, schools are administrated by local school districts defined by county boundaries, with the exception of Logan City.

Box Elder County

Box Elder County is served by 23 schools; 2 high schools, 2 middle schools, 2 intermediate schools, 16 elementary schools, and one community high school.

Cache County

Cache County School District administers 22 schools throughout the County. Logan City School District administers 9 schools within the Logan City limits.

Rich County

Rich County School District administers 4 schools. There are no education facilities in Garden City or Woodruff. Students attend North Rich Elementary and Rich Junior High School in Laketown or South Rich Elementary and Rich High School in Randolph.

Recreation

Recreational facilities include existing indoor and outdoor recreation as well as potential recreation areas. They may include parks, school grounds, and public open space as well as indoor facilities such as churches, lodge halls, schools, and public recreation centers.

Box Elder County

The County owns and operates the County Fairgrounds and Equestrian Track. Individual communities maintain their own parks and recreation facilities. Brigham City also owns two golf courses, a swimming pool, and community center.

Cache County

The County owns and operates the County Fairgrounds and Snowmobile Trails. Logan City operates the Willow Park Zoo, a municipal golf course, one recreation center, one municipal pool, softball quadraplex and many small parks. Numerous community parks and recreation facilities are found throughout the balance of the County.

Rich County

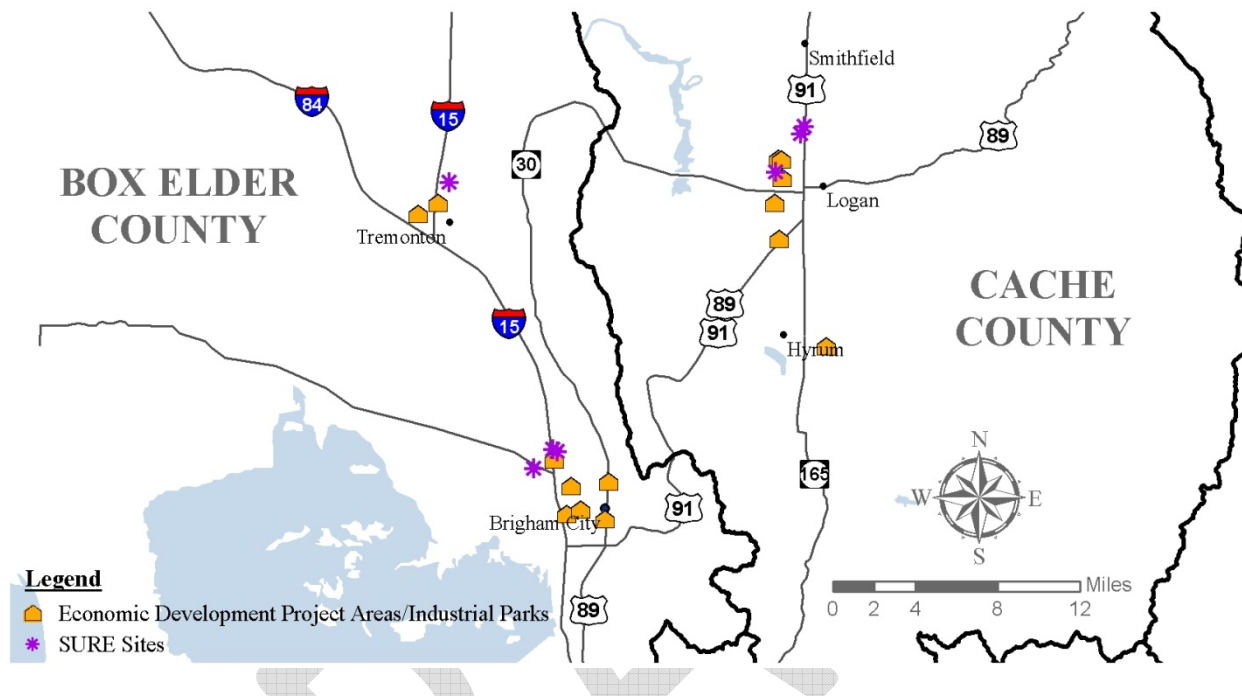
The County owns and operates the Rich County fairgrounds. Garden City has one park with a pavilion, playground, and softball fields. Laketown has a park with playground, lighted softball fields, and rodeo grounds. Randolph has a park with playground, pavilion, ball fields, and a recreation hall with basketball court, stage, dining facility, weight room, and rodeo arena. Woodruff has one park with bowery, playground and picnic facility. The local LDS Church allows public access to its softball fields.

Industrial Parks

Brigham City has identified six project areas, all of which have water, sewer, electricity, natural gas, and fiber optics: West Forest Street RDA consists of 167 acres and is intended as a mixed use development; West Forest Street EDA consists of 209 acres intended for mixed use; Northwest EDA is 152 acres and intended for industrial use; X20 EDA is also intended for industrial use and consists of 46 acres; Central Square EDA is 3.2 acres in downtown and is intended for office space; Airport EDA is dedicated to aerospace/aviation related office/industrial and is 220 acres.

Tremonton has two parks, the Tremonton City Industrial Park at 1000 West 1000 North consisting of 322 acres. (And containing the following sites: Malt-O-Meal - 101.54 Acres; Intertape - 19.16 Acres; LaZboy - 49 Acres (Operations will cease at this plant August 2008); T&M Mfg. - 13.85 Acres; Munns Mfg. - 4 Acres; Autoliv - 79 Acres; Open Land - 40 Acres (Landlocked from

Tremonton side); Losee Storage - 2 Acres; Bear River Business - 11.475 Acres (available); Misc. & Utility - 2 Acres. The 2000 West Business Park has 89 acres at 600 North 2000 West, Tremonton. It contains West Liberty Foods - 23.40 Acres; Millard - 4.77 Acres; Tremonton City - 4.65 Acres (future fire station & storm water basin); Christenson Marble - 2.50 Acres; and 53.72 acres that are privately owned.



Logan City in Cache County has five economic development project areas all of which include fiber optics (except West Field): Northwest RDA consists of 95 acres, 32 acres of which are undeveloped. It is designated for industrial use and includes water, sewer, electricity, natural gas; 600 West EDA designated for industrial use and includes 91 acres, 36 of which are undeveloped. It has water, sewer, electricity, and natural gas; Logan River RDA in the southwest part of the city includes 98 acres 22 of which are undeveloped. It is designated for industrial use and includes water, sewer, electricity, natural gas; Bridgerland Square at 1455 N. 800 W. currently consists of 7 undeveloped acres and 8 vacant lots. It has sewer and water only and is designated for industrial use; West Field is located at 150 S. 1050 W. and consists of 7 undeveloped acres and 12 vacant lots. It is designated for mixed use development.

Hyrum City has an industrial park that contains 75 acres. It currently is served by culinary water and will have access to sewer when the industrial subdivision currently underway is completed (summer 2008). Hyrum City is building an electric transmission line to the area for increased electric capacity. It is zoned mixed use (commercial/industrial) and the area is served by natural gas.

Nibley and Smithfield cities in Cache County both have business/industrial parks.

Utah Sure Sites is an interactive Internet mapping program that provides enhanced economic development and site selection services to the business community. It allows users to search for available commercial buildings and sites as well as generate site-specific demographic and business

analysis reports. Communities wishing to identify sites to be included in this program must submit an application to EDCUtah with site ownership and availability of infrastructure and demographic information for the region.)

Three SUREsites have been identified in Cache County. One on at 2800 North Main Street (HWY 91) in North Logan consisting of 75 acres with all utilities except rail. One near the Logan-Cache Airport in North Logan consisting of 57 acres for lease only that has all utilities, including rail. And the third is in Logan City consisting of 15 acres at 1050 West 1000 North with all utilities except sewer and rail.

There are four SUREsites in Box Elder County. One is mixed use at the Brigham City Municipal airport consisting of 1500 acres that are for sale or lease with no utilities or road access. (This has not been annexed into Brigham City and has many constraints.) The second SUREsite is for lease only at the airport consisting of 55 acres with all utilities, except rail. Three parcels totaling ninety two acres make up Garland's SUREsite on West Factory Street with all utilities including rail.

The agri-business park is the county's fourth SUREsite. It was funded in part with Economic Development Administration (EDA) funds and contains 18 lots ranging in size from 1.5 to 27 acres. It is located one mile west of I-15 in Corinne and is served by all utilities, including rail. The agri-business park is now fully occupied and the county is investigating the establishment of a similar industrial park.

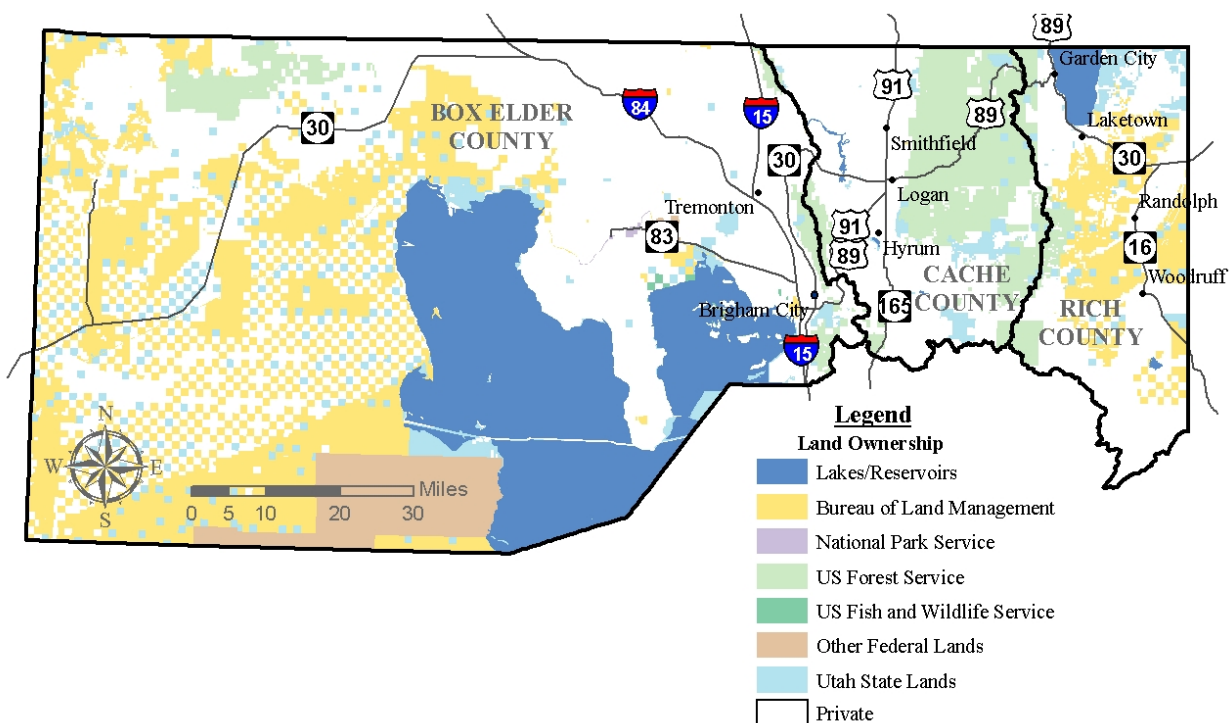
Natural Resources

Environment: The Bear River region enjoys a very high quality of life. Clean water, healthy riparian areas and wet lands, abundant ground water, high value forest and range land, open vistas, working farms and ranches, diverse wildlife habitat, and a multitude of outdoor recreation opportunities are iconic of Box Elder, Cache, and Rich Counties. As the region experiences more residential, commercial, and industrial growth, policy makers and elected officials will have to implement quality growth principals to assure that development occurs closest to community infrastructure so as not to diminish mobility, open agricultural areas, vistas, recreation experiences, water, and air quality. For the most part air quality is excellent, however, inversions that trap cold air and hazardous particulates are a problem in Box Elder County when pollution creeps north along the Wasatch Front in the Salt Lake Valley and in Cache Valley. Cache Valley includes Cache County and Franklin County in Idaho. It is approximately 500 square miles and is surrounded by mountains. As the Logan Metropolitan Statistical Area has grown, so have the vehicle miles traveled, air emissions from automobiles, industry and large scale dairies. All of which contribute to concentrations of PM2.5 which is largely made up of ammonium nitrate and occurs only at very low temperatures during winter inversions. High concentrations of PM2.5 (that exceed EPA standards) might occur as few as twice and as many as twenty times in a winter (in between storms when there is no wind to disburse the particles). Extensive research is being conducted to help minimize the occurrence and intensity of PM2.5.

Water quality and quantities are managed by the Bear River District Health Department, State Water Engineer, Box Elder Water Conservancy, Cache County Water Manager, and Bear Lake Regional Commission. The Bear River Water Compact describes water appropriation and use by filings that are senior in time.

Most of the forest and range lands are in public ownership held by the U.S. Forest Service in all three counties and by the Bureau of Land Management in Box Elder County and Rich County. Natural resources for industry are mostly located on public land. There is very little mining activity in Box Elder County, and none in Cache and Rich counties. Timber resources are mostly located on Cache and Rich counties in the Wasatch-Cache National Forest. Rich County is the most likely area for oil or gas exploration. In the early 80's oil and gas exploration was big in Rich County and adjacent Wyoming counties, however, no active leases are in the county. Grazing allotments are important to ranchers in all three counties and efforts are being made to keep those allotments viable to support the agricultural industry of the region.

The Bear River region has historically been home to a variety of big game and upland bird species. Much of the critical habitat for these species consists of sagebrush covered foothills that provide winter and calving range for deer, elk, and moose, and habitat for Sage and Sharp-tailed grouse. Pressures to develop these areas have become more eminent over time, where people have been building houses on the foothills for views and other amenities.



The benches in Box Elder and Cache Counties have high quality deposits of sand and gravel that are remnants of prehistoric Lake Bonneville.

Natural Hazard Mitigation

Natural hazards in the Bear River region have been identified to include wild fires; land slide potential; earthquakes; liquefaction as result of earthquake activity; agricultural hazards resulting from drought, severe weather and insect infestations; flooding; and dam failure. BRAG produced a “Pre-Disaster Mitigation Plan” for the Bear River Region in 2003 and 2004 to address safety issues associated with potential area hazards. During 2008 and 2009, county working groups will assist BRAG in revising this plan by contributing local knowledge regarding hazard identification and mitigation planning in the region. Hazard mitigation means to permanently reduce or alleviate the losses of life, injuries and property resulting from natural and human made hazards through long-term strategies. These long term strategies include planning, policy changes, programs, projects and other activities. Mitigation is the responsibility of individuals, private businesses and industries, state, local, and federal governments.

County Economic Profiles:

Box Elder County

Brigham City, the first settlement in Box Elder County, was established in 1851 by three families under the leadership of William Davis. In 1853 Brigham Young directed Lorenzo Snow to bring 50 families with him and settle in Box Elder. They arrived the following spring, and Snow became the political and ecclesiastical leader of the community. He renamed the town Brigham City in honor of Brigham Young and assigned Jesse Fox to survey the town plat. Brigham City is the County Seat of Box Elder County. Brigham City incorporated January 12, 1867 and received its charter from the territorial government.

Current Overview of Economy: Although Box Elder County had its economic beginnings in agriculture and livestock production, manufacturers in the defense and space industry have generated higher employment rates and per capita incomes than the rest of the state. Agriculture still plays a large part in the regional economy, but is increasingly seen as a source of supplemental income. Primary crops include hay, silage corn and grain used to feed livestock and dairy herds. Only one-fifth of Box Elder County residents remain farmers. The manufacturing sector has diversified and grown at a steady rate in Box Elder County reducing the importance of agriculture to local economies. Simultaneously, employment opportunities have steadily moved from the agricultural sector to the manufacturing sector. Many employees have migrated from national and international locations for high paying jobs at Thiokol Corporation (now part of the Alcoa Industrial Components (AIC) Group [ATK]), a major aerospace and defense contractor that has historically been Box Elder County's largest employer. In fact, mostly because of ATK, Box Elder County has traditionally been a county of higher employment and higher per capita income than most Utah counties.

Since Box Elder County's economy is so heavily weighted in manufacturing, it was hardest hit of the three counties by the 2001 and 2003 recessions. But the county has now rebound from the loss of jobs and is experiencing steady and healthy economic growth.

Unemployment rates are down and employment growth is up. Population growth has been steady since 2004. Population increases have fueled the growth rate in employment. Virtually all the other economic indicators describing the county's economy have been very positive over the 2005 to 2006 period.

Third quarter 2007 showed job growth of 6.9 percent, up from the pair of 4.9 per cent for each of the months of July and August. Unemployment by the end of the year was 2.9 percent, well past full employment. New jobs exceeded 1,300 for the September year-over comparison. Both construction and manufacturing tallied 300 new positions. Transportation and warehousing added another 240, with healthcare bolstering its payroll by 150. Local government increased total employment by 170 jobs. On the building front, permits for new family dwellings were down by 40 percent from first 9 months of 2006. Total valuation for construction activity was also down slightly at -5.4 percent. Of note was the huge year-over increase in nonresidential valuation of commercial building activity. Spending was up about 16 percent for the third quarter of 2007, which was three times what was experienced statewide. Even with the slowdown in construction, the economy in Box Elder is in good shape, as evidenced by all the new jobs. (Department of Workforce Services, *Workforce News*, March, 2008)

Industries: Manufacturing drives Box Elder's economy. Nearly 40 percent of all non-farm employment is in this sector. The average for the state is about 10 percent. Of the total 19,400 employed in the county, 7,700 hold jobs in manufacturing. Manufacturing jobs pay well, but this puts the county's economy in jeopardy when the nation experiences an economic downturn since many of the products of the manufacturers sell to buyers outside the state and are therefore subject to the economic swings in the nation or world. Trade, transportation, and utilities account for about one in five jobs and education and health service add another 13 percent of the total. Above average growth (2.8 percent) in jobs occurred in the following industries: construction, trade/transportation/utilities, finance, education and healthcare, and leisure and hospitality.

Annual Distribution of Jobs & Average Wage for Box Elder County, UT 2007

Ownership: Private

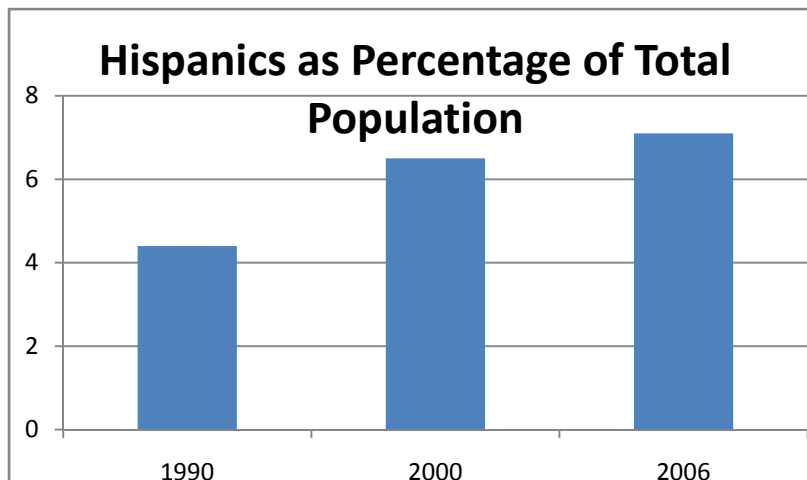
Description (by NAICS)	Establishments	Jobs	Avg. Monthly Salary per Job
Agriculture, Forestry, Hunting	31	386	\$1,811
Mining	6	23	\$2,446
Utilities	7	32	\$4,824
Construction	218	1623	\$2,734
Manufacturing	75	8021	\$5,110
Wholesale Trade	50	474	\$3,580
Retail Trade	141	1867	\$1,820
Transportation & Warehousing	84	1554	\$2,951
Information	9	100	\$1,382
Finance & Insurance	65	281	\$2,617
Real Estate & Rental & Leasing	48	110	\$1,245
Professional, Scientific, & Technical Svc.	55	292	\$2,577
Management of Companies & Enterprises	4	16	\$5,219
Admin., Support, Waste Mgmt, Remediation	38	274	\$1,409
Education Services	9	63	\$676
Health Care & Social Assistance	90	1141	\$2,110
Arts, Entertainment, & Recreation	16	115	\$565
Accommodation & Food Services	69	1364	\$840
Other Services (except Public Admin.)	73	367	\$1,889

Ownership: Public

Description (by NAICS)	Establishments	Jobs	Avg. Monthly Salary per Job
Agriculture, Forestry, Fishing & Hunting (Local)	1	3	2295
Utilities (Local)	2	9	2417
Construction (Local)	3	43	2995
Transportation & Warehousing (Local)	2	78	1700
Information (Local)	3	32	786
Admin., Support, Waste Mgmt, Remediation (Local)	1	8	2381
Education Services (Local)	28	1395	2247
Health Care & Social Assistance (Local)	4	62	2038
Arts, Entertainment, & Recreation (Local)	5	54	1463
Other Services (except Public Admin.) (Local)	3	11	2939
Public Administration (Local)	51	456	2444
Retail Trade (State)	1	3	1796
Education Services (State)	2	13	2857
Health Care & Social Assistance (State)	1	7	2952
Public Administration (State)	11	199	3138
Transportation & Warehousing (Federal)	12	78	3402
Finance & Insurance (Federal)	1	5	4437
Arts, Entertainment, & Recreation (Federal)	1	11	3972
Public Administration (Federal)	8	145	5972

Source: Utah Department of Workforce Services

Demographics: As of the 2000 Census, there were 42,745 people, 13,144 households, and 10,804 families residing in Box Elder County. The population density was 8 people per square mile. There were 14,209 housing units at an average density of 2 per square mile. The racial makeup of the county was 92.87% White, 0.17% Black or African American, 0.88% Native American, 0.96% Asian, 0.08% Pacific Islander, 3.45% from other races, and 1.60% from two or more races. 6.53% of the populations were Hispanic or Latino of any race. The census only shows .88% of the county population as Native American which includes most of its most of the Northwestern Band of the Shoshone live in Box Elder County. There are 485 enrolled tribal members. 116 live in Box Elder County. (Northwestern Band of Shoshone) Their tribal office is located at 707 North Main Street, Brigham City.



Increase in Hispanic population: Box Elder County experienced an increase of 140.6% in Hispanic population from 1,610 in 1990 to 2,791 in 2000. In 2000 the Hispanic population represented 6.5% of Box Elder's population. In 2006 the Hispanic population was 3,354, representing 7% of the population and a 20% increase from 2000.

There were 13,144 households out of which 47.10% had children under the age of 18 living with them, 71.00% were married couples living together, 7.90% had a female householder with no husband present, and 17.80% were non-families. 16.00% of all households were made up of individuals and 7.40% had someone living alone who was 65 years of age or older. The average household size was 3.22 and the average family size was 3.63.

Age distribution in Box Elder County in 2000 was 36.10% under the age of 18, 10.50% from 18 to 24, 25.40% from 25 to 44, 17.70% from 45 to 64, and 10.40% who were 65 years of age or older. The median age was 28 years. For every 100 females there were 101.70 males. For every 100 females age 18 and over, there were 98.90 males.

The median income for a household in the county was \$44,630, and the median income for a family was \$49,421. Males had a median income of \$38,814 versus \$22,435 for females. The per capita income for the county was \$15,625. About 5.80% of families and 7.10% of the population were below the poverty line, including 8.30% of those under age 18 and 5.30% of those ages 65 or over. (U.S. Census 2000)

Population Growth: Population in the county has expanded at a rate of about 1.4 percent per year since 2004 when it barely increased at all. After 2003, the population grew from about 44,000 to nearly 46,000 (in 2006). Actually, Box Elder County experienced a net out migration of population in 2003, to the tune of about 300 persons. This was primarily driven by the slowdown in the economy. In July of 2006, about 46,000 persons resided in the county. This is a growth of about 700 over the same period 18 in 2005. Between 2006 and 2007 population should increase 1.8 percent reaching the 46,200 level by 2007. Between 2005 and 2006 the communities in the county held their relative positions in population size. Only Perry experienced a significant increase in population. That increase was 10 percent.

The Labor Market: Unemployment in the county has shrunk from the 5.6 percent level in 2002 down to 3.2 percent in 2006. This is due to the economic expansion both at the county, state, and national level. Currently, the seasonally adjusted unemployment rate is well below 3.0 percent, evidence of a strong economy. Non-farm job creation has accelerated since 2003. In 2002, annual job growth was only 0.7 percent as the county was caught in the national and state economic downturn. This continued into 2003 where growth was still less than 1.0 percent. However, since 2004 job growth

has surged between 2.7 and 3.4 percent (2006). Even now in the first quarter of 2007 new jobs are being created at a monthly year-over rate of 3.7 percent.

Wages: Box Elder's high percentage of manufacturing keeps the county's average wage well above the state average. In 2006 the average monthly wage was \$3,176, placing it fourth of all 29 counties in the state. Between 2005 and 2006 the county enjoyed a 7.5 percent bump in the average wage, well above the state average of 5.4 percent. These higher rates of wage increases may very well be a harbinger of the labor market being unable to provide the skill needed, i.e. the lack of available workers. **Future Needs:** Box Elder County's economy shows every sign of continued strong and stable improvement through 2007 and into 2008. Growth may be limited to some extent by the lack of enough labor to fill new positions.

Per Capita Personal Income: In 2005 Box Elder had a per capita personal income (PCPI) of \$23,289. This PCPI ranked 15th in the state and was 85 percent of the state average, \$27,321, and 68 percent of the national average, \$34,471. The 2005 PCPI reflected an increase of 5.1 percent from 2004. The 2004-2005 state change was 4.2 percent and the national change was 4.2 percent. In 1995 the PCPI of Box Elder was \$17,536 and ranked 5th in the state. The 1995-2005 average annual growth rate of PCPI was 2.9 percent. The average annual growth rate for the state was 4.0 percent and for the nation was 4.1 percent. (U.S. Bureau of Economic Analysis)

Cache County

Cache County's economy is historically rooted in agriculture and employment generated by Utah State University, which is still the largest employer. Wellsville, the first settled area in Cache County was established by Peter Maughan and was supported by the economic aspirations of the L.D.S. Church and dependent upon cattle grazing. As smaller settlements expanded into several small stable communities, Logan became the natural commercial center. At the turn of the 20th century sugar beets, dairy operations, dry farming, flour milling, woolen textiles, the expansion of Utah State University and a growing financial industry signaled a break from the original isolated subsistence based economy of early settlers. With improved transportation from spurs off the transcontinental railroad in Ogden, industry was allowed to expand and farmers were able to deliver their produce regionally. Efforts and experimentation at Utah State's Agricultural College were critical in allowing Cache County to become one of the most productive agricultural areas in Utah as early as World War I. Still, transportation barriers have helped keep many outside economic interests at bay up until the present. Within the last thirty years the county's economy has been further diversified mostly through "homegrown" entrepreneurial endeavors. Food processing industries, light manufacturing, construction, commercial establishments, governmental and educational institutions are key components of this diversified economy. Major employers typically retain 40 to 300 employees. Additionally, there are many small businesses throughout the valley providing employment opportunities. Despite economic growth, Cache County's workforce suffers from low wages and underemployment.

Current Overview of Economy: Cache County's economy has historically been stable and in good shape. The county was somewhat shielded from the real dramatic downturn of the economy experienced by some of the other counties in the state. Population growth was slightly less than the state average and job growth in 2006 was healthy. Virtually all economic indicators have been on the plus side as Cache County continues its consistent economic growth posture.

Over 1,900 new jobs were created in the year-over comparison with September of 2006. The growth rate in new employment was a healthy 4.0 percent. The rates for July and August were about the same. Unemployment in the county was 2.5 percent in December, up a half a percent from the figure a year ago. Even with the slight increase in the unemployed, the market is at full employment. Construction and manufacturing accounted for half of the 1,900 new jobs. Another 250 occurred in retail trade as professional and business services contributed 150. Over 300 new positions were in education (130) and healthcare (200). Government, mostly state government, increased its payroll by about 240 workers. For building activity, the message was mixed. Over the first three quarters of 2007 new permitted dwellings were up by 10 percent but total valuation of all construction was down slightly, by -8.6 percent, due wholly to a drop in nonresidential additions/alterations from the previous year. Spending in the county was up 6.7 percent in the third quarter of 2007 compared with the same period in 2006. From the indicators things are looking good for the Cache County economy. (Department of Workforce Services, *Workforce News*, March, 2008)

Industries: Government, because of Utah State University, is the largest major industry sector, accounting for some 23 percent of all jobs in the county. Manufacturing is second with about 21 percent and the trade, transportation, and utilities sector has a 15 percent share of all jobs. The single brightest job growth news in 2006 was the addition of hundreds of new jobs brought in by the Qwest Service Center. The largest contributor of new jobs in 2006 was the manufacturing sector, adding some 1,900 new positions. Trade, transportation and utilities; information; and educational and health services each added some 300 employees to payrolls of the 3,200-plus establishments in the county.

Annual Distribution of Jobs & Average Wage for Cache County, UT 2007

Ownership: Private

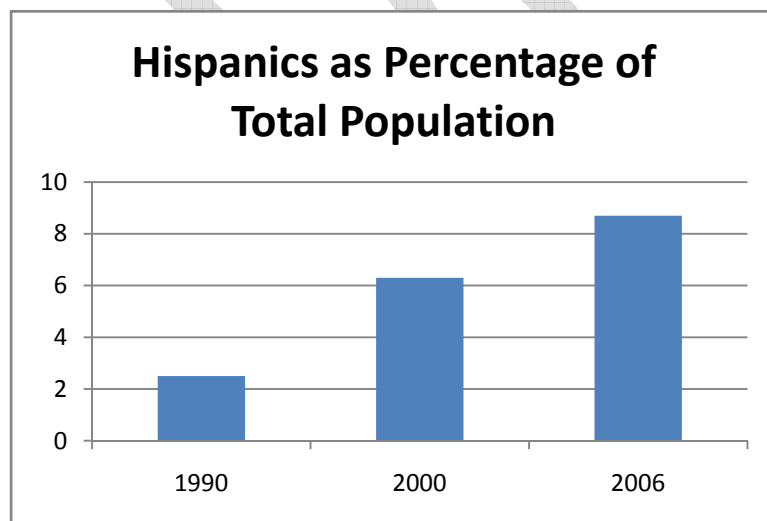
Description (by NAICS)	Establishments	Jobs	Avg. Monthly Salary per Job
Agriculture, Forestry, Hunting	39	230	\$1,976
Mining	4	9	\$1,616
Construction	6	58	\$5,908
Manufacturing	600	3027	\$2,213
Wholesale Trade	226	10731	\$2,973
Retail Trade	149	874	\$2,749
Transportation & Warehousing	381	5645	\$1,526
Utilities	95	954	\$2,540
Information	46	1104	\$1,966
Finance & Insurance	204	1095	\$2,843
Real Estate & Rental & Leasing	173	385	\$1,483
Professional, Scientific, & Technical Svc.	332	2297	\$2,626
Management of Companies & Enterprises	18	295	\$7,180
Admin., Support, Waste Mgmt, Remediation	138	2453	\$1,307
Education Services	27	423	\$1,520
Health Care & Social Assistance	292	4530	\$2,154
Arts, Entertainment, & Recreation	43	549	\$987
Accommodation & Food Services	137	3018	\$883
Other Services (except Public Admin.)	172	1115	\$1,860
Unclassified establishments	4	2	\$950

Ownership: Public

Description (by NAICS)	Establishments	Jobs	Avg. Monthly Salary per Job
Utilities (Local)	2	7	2069
Construction (Local)	5	59	2949
Transportation & Warehousing (Local)	1	3	6975
Information (Local)	3	41	1648
Admin., Support, Waste Mgmt, Remediation (Local)	1	69	2776
Education Services (Local)	39	2719	2247
Health Care & Social Assistance (Local)	3	86	2805
Arts, Entertainment, & Recreation (Local)	7	184	1382
Other Services (except Public Admin.) (Local)	3	4	784
Public Administration (Local)	57	1188	2401
Retail Trade (State)	1	14	1028
Education Services (State)	2	5518	2289
Public Administration (State)	14	1127	2646
Transportation & Warehousing (Federal)	15	145	3808
Public Administration (Federal)	12	222	4454

Source: Utah Department of Workforce Services

Demographics: The 2000 Census indicates that there were 91,391 people, 27,543 households, and 21,015 families residing in Cache County. The population density was 78 people per square mile. There were 29,035 housing units at an average density of 25 per square mile. The racial makeup of the county was 92.23% White, 0.38% Black or African American, 0.58% Native American, 1.98% Asian, 0.20% Pacific Islander, 3.31% from other races, and 1.32% from two or more races. 6.33% of the population was Hispanic or Latino of any race.



Increase in Hispanic population: Cache County experienced the sixth highest rate of increase (225%) in Hispanic population amongst Utah counties from 1,780 in 1990 to 5,786 in 2000. The 2000 Hispanic population represented 6.3% of the population. In 2006 the Hispanic population was 8,624, representing 9% of the population and a 49% increase from 2000.

There were 27,543 households out of which 43.6% had children under the

age of 18 living with them, 66.4% were married couples living together, 7.2% had a female householder with no husband present, and 23.7% were non-families. 14.5% of all households were made up of individuals and 5.5% had someone living alone who was 65 years of age or older. The average household size was 3.24 and the average family size was 3.59.

Age distribution in Cache County in 2000 with 31.3% under the age of 18, 22.2% from 18 to 24, 25.7% from 25 to 44, 13.7% from 45 to 64, and 7.2% who were 65 years of age or older. The median age was 24 years. For every 100 females there were 97.0 males. For every 100 females age 18 and over, there were 93.8 males.

The median income for a household in the county was \$39,730, and the median income for a family was \$44,453. Males had a median income of \$32,397 versus \$21,079 for females. The per capita income for the county was \$15,094. About 8.0% of families and 13.5% of the population were below the poverty line, including 9.8% of those under age 18 and 6.2% of those age 65 or over.

Population Growth: Cache County's population crossed the 100,000 mark in 2004 and has grown at a 2.0 percent pace into 2006. In mid-2006 there were 105,671 residents in the county. Growth between 2004 and 2005 was 3.4 percent. In 2006 there were about 2,000 more individuals than in 2005. Logan is the largest community in the county with 47,660 in July of 2006. In 2005, North Logan took the second largest town position recording 7,558 persons, slightly ahead of Smithfield with 7,456.

The Labor Market: The labor force was about 58,000 in 2006, up slightly from the 56,832 figure in 2005. Of those 58,000 in the labor force, 56,670 were employed and the unemployment rate averaged 2.3 percent for 2006. With improved economic activity at the national, state and local level, Cache County's jobless rate declined from 3.3 percent in 2005. New jobs were created at a 2.6 percent pace during 2006 increasing payrolls from 46,886 to 48,116. This growth continues into 2007. New job creation was strongest between 2003 and 2004 with a rate of 3.7 percent. It then slowed somewhat to 2.2 percent the next year, ending up with the 2.6 percent in 2006.

Wages: As the economy continues to spool up and experience more growth the pressure to find workers to fill the new jobs becomes keen. When employers compete for workers the primary tool used is the wage. One sign of an economy feeling the lack of workers is to see wages creep up. This is happening all over the state. The state average wage increase between 2005 and 2006 was 5.4 percent.

Cache County's wage increase was slightly below at 4.3 percent. Average wage increases in prior years have been between 1.7 percent and 3.2 percent. This wage increase could signal the drying up of the labor pool. (Cache County Facts, July 2007)

Per Capita Personal Income: In 2005 Cache had a per capita personal income (PCPI) of \$22,626. This PCPI ranked 18th in the state and was 83 percent of the state average, \$27,321, and 66 percent of the national average, \$34,471. The 2005 PCPI reflected an increase of 3.0 percent from 2004. The 2004-2005 state change was 4.2 percent and the national change was 4.2 percent. In 1995 the PCPI of Cache was \$15,293 and ranked 15th in the state. The 1995-2005 average annual growth rate of PCPI was 4.0 percent. The average annual growth rate for the state was 4.0 percent and for the nation was 4.1 percent. (U.S. Bureau of Economic Analysis)

Rich County

Rich County is mostly rural and has the smallest population of the three counties. Named after Charles C. Rich, who was the Mormon Apostle charged with establishing the first settlements, the county has been traditionally sustained by productive livestock and farming operations. Livestock products account for eighty percent of the county's agricultural income and the county is a leader in livestock production statewide. Hay and grain are the leading crops. In northern Rich County the economy has diversified to exploit recreational opportunities around Bear Lake, the nearby mountains in the Wasatch National Forest, and the regionally famous summer raspberry harvest. Tourism is the fastest growing industry in the northern half of the county, while the southern communities rely on ranching and farming operations. The county has not experienced any significant gain in permanent population over the last 80 years. (Population has hovered around 2,000.) However, the construction of recreational homes has increased significantly in Garden City. Employment remains largely restricted to tourism, ranching, and opportunities available in Cache County, southern Idaho, and the areas surrounding Kemmer and Evanston, WY.

Current View of Economy: Rich County's economy has grown slowly in the past few years. Its economy is very seasonal because of all the recreation activity during the summer months in Bear Lake. Because the economy is tied to ranching, tourism, and government, the national and state recession had little impact. Population growth steady but very slow, compared to the rest of the state. Job growth also has been slow but appears to be picking up. Construction activity is solid as growth in demand for recreational properties has been relatively strong.

Industries: About 70 net new jobs were created between 2005 and 2006. Total employment grew from 649 to 719 over the year period. Three industry sectors contributed the growth. Construction added nearly 20 jobs, as did financial activities. But by far the largest addition of new employment was in the tourist related leisure and hospitality sector, adding nearly 50 new spots. A handful of other industries actually lost a few jobs in the year-over comparison. Growth rates for the county's industries between 2005 and 2006 averaged 10.8 percent.

Annual Distribution of Jobs & Average Wage for Rich County, UT 2007

Ownership: Private

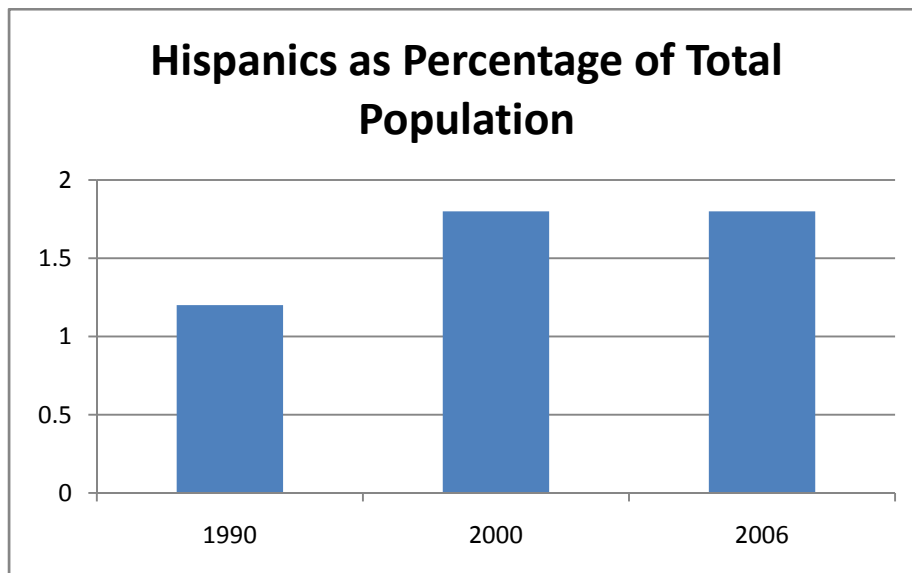
Description (by NAICS)	Establishments	Jobs	Avg. Monthly Salary per Job
Construction	22	133	\$2,208
Retail Trade	11	56	\$1,262
Transportation & Warehousing	6	13	\$3,086
Real Estate & Rental & Leasing	7	39	\$2,041
Admin., Support, Waste Mgmt, Remediation	4	19	\$2,028
Health Care & Social Assistance	3	31	\$2,521
Accommodation & Food Services	16	165	\$1,070
Other Services (except Public Admin)	12	45	\$1,695

Ownership: Public

Description (by NAICS)	Establishments	Jobs	Avg. Monthly Salary per Job
Construction (Local)	1	6	2473
Admin. Support, Waste Mgmt, Remediation (Local)	2	6	1728
Education Services (Local)	6	91	2500
Public Administration (Local)	12	61	1335
Public Administration (State)	6	23	4899
Transportation & Warehousing (Federal)	4	9	2217
Public Administration (Federal)	2	3	4592

Source: Utah Department of Workforce Services

Demographics: As of Census 2000, there were 1,961 people, 645 households, and 521 families residing in the county. The population density was 2 people per square mile (1/km²). There were 2,408 housing units at an average density of 2 per square mile (1/km²). The racial makeup of the county was 98.16% White, 0.05% Native American, 0.41% Asian, 0.92% from other races, and 0.46% from two or more races. 1.84% of the population was Hispanic or Latino of any race.



Increase in Hispanic population: Rich County's Hispanic population only went up 71.4% from 21 in 1990 to 36 in 2000. The 2000 Hispanic population represented 1.8% of the population. In 2006 the Hispanic population was 37, still representing 1.8 % of the total population, with an actual increase of 76% from 2000.

There were 645 households out of which 42.20% had children under the age of 18 living with them, 74.40% were married couples living together, 3.70% had a female householder with no husband present, and 19.10% were non-families. 17.10% of all households were made up of individuals and 7.00% had someone living alone who was 65 years of age or older. The average household size was 3.01 and the average family size was 3.44.

Age distribution in Rich County in 2000 with 34.60% under the age of 18, 7.20% from 18 to 24, 22.20% from 25 to 44, 21.90% from 45 to 64, and 14.10% who were 65 years of age or older. The median age was 34 years. For every 100 females there were 103.60 males. For every 100 females age 18 and over, there were 102.50 males.

The median income for a household in the county was \$39,766, and the median income for a family was \$44,783. Males had a median income of \$34,464 versus \$22,396 for females. The per capita income for the county was \$16,267. About 6.50% of families and 10.20% of the population were below the poverty line, including 11.30% of those under age 18 and 6.30% of those age 65 or over.

Population Growth: As of July 2006 the county's population was 2,121. This was a 2.9 percent increase over the 2005 level. That's above the state average rate of growth (the state average is 2.7 percent). For the last two to three years there has been virtually zero growth, but in 2006 things picked up a little. Of the roughly 2,000 persons in Rich County Randolph claims the most with about 460 residents.

Garden City has about 400 and Woodruff and Laketown each have just under 200. **The Labor Market:** The labor force, those sixteen years and older working or looking for work, numbered 1,377 in 2006, which was about 100 more than the level in 2006. Unemployment was at historic lows during 2006 and, for that matter, very low through the last five years. The highest average unemployment rate for Rich County was 4.0 percent in both 2002 and 2003. Well over half of all

labor force participants work in non-farm jobs. Employment in the county is seasonal, which is an understatement. Peak summer months' employment is about 800+ with the winter and shoulder season having 500 to 600 jobs.

Wages: Average wages reflect the total payroll dollars paid to the average number of workers in the county. Rich County's economy is not comprised of "high" paying industries. Typically, mining is the highest paying industry sector followed by manufacturing. Rich County has virtually no jobs in these two industries. As such, its average wage is low, actually the lowest in the state. That figure is \$1,719 per month, or \$9.92 per hour. That's the not-so-good news. The good news is that wages have increased significantly in the last two years. In fact, the wage increases in the county have been much higher than the state average of 5.4 percent. Wages increased by 8.5 percent between 2005 and 2006. Also, on July 24, 2007 the federal minimum wage went up in the first of three increments from \$5.15 to \$5.85. This increase may not affect the wage levels significantly because wages are already at the \$6.00 plus level. Wage pressures have been felt as employers find it tough to attract workers to the Bear Lake area, particularly during the tourist season.

Per Capita Personal Income: In 2005 Rich had a per capita personal income (PCPI) of \$25,487. This PCPI ranked 9th in the state and was 93 percent of the state average, \$27,321, and 74 percent of the national average, \$34,471. The 2005 PCPI reflected an increase of 4.0 percent from 2004. The 2004-2005 state change was 4.2 percent and the national change was 4.2 percent. In 1995 the PCPI of Rich was \$15,490 and ranked 13th in the state. The 1995-2005 average annual growth rate of PCPI was 5.1 percent. The average annual growth rate for the state was 4.0 percent and for the nation was 4.1 percent. (U.S. Bureau of Economic Analysis)

Analysis

CEDS Committee Meetings were held specifically to assess current economic conditions and challenges in the three counties. These meetings were held: November 26, 2006, September 25, 2007, November 27, 2007, and January 22, 2008

Maintaining quality of life, increasing wages, having a well-trained work force, providing appropriate housing mix, and developing adequate infrastructure are important to all three counties in the Bear River region.

- Over 40% of Box Elder's economy is devoted to manufacturing. It is important for the county to develop strategies to become more diversified so that it won't be so heavily affected by downturns in the economy.
- Job growth is increasing, but the local labor pool may not be able to meet employer demands.
- Employers are expressing some concern over the ability of finding enough workers, particularly in higher skilled occupations in Box Elder and Cache Counties.
- Employers benefit from Custom Fit program to enhance employee skills to meet employer needs.
- Cache County's average monthly wages continue to be lower than that of Box Elder and the State. Even though the economy is stable and strong, underemployment and low wages are still a concern. With such low unemployment wages are increasing, but they may come back down as the economy softens and the unemployment rate creeps up.
- Rich County's real estate market continues to be strong in the building of recreational related structures as city dwellers long for the escape to the pristine environs of Rich County. This exacerbates the need for affordable housing, because of all dwelling units in the county 70% are seasonal. The need for rental housing for construction workers and seasonal tourism workers is great. Some business owners feel their service to customers is being compromised because they can't hire enough workers, because there is no place for them to live. Currently, contractors are allowing multiple construction workers to rent vacation homes, because there is no place else for them to rent. Local governments may need to facilitate appropriate housing for working families. Rich County in particular is having a hard time hiring civil workers in education and public safety because of the lack of single family homes at affordable prices.
- Procter and Gamble is building a \$300 million, 950,000 square foot plant on 714 acres in near Bear River City in Box Elder County. Completion of this phase will be in 2010, at which time they will have 300 employees. The plant will eventually employ 1,000 workers. In spite of the region's very low unemployment rate, the work force was a main deciding factor for P&G to locate here. Benefits include: better jobs to keep children in the area; improve housing opportunities; higher wages; corporate participation in the community which can help non-profit organizations, \$15 million infrastructure investment. (Water will be supplied by Brigham City which is twelve miles south of the site.) Challenges include: meeting water needs, existing employers maintaining full employment. (Since this meeting LaZBoy announced that they would be closing their plant in Tremonton which employs 466 in Box Elder County, 76 in Cache County, 75 from the surrounding area.)
- Given Box Elder County's land mass and the growth that is moving northward along the Wasatch Front from Salt Lake, Davis, and Weber counties, the potential for residential growth to expand north along the I-15 corridor into Box Elder County is enormous (300 new homes in South Willard; 17,000 in Corinne; 23,000 in Thatcher/Bothwell; and 112,000 North of Garland

that could house up to 500,000 more people). Land use planning efforts and infrastructure to accommodate such growth do not currently exist. Water and transportation are the most limiting infrastructure. The county needs to decide if they are able and/or willing to accept that kind of growth. A special service district for South Willard has been created to assist them in paying for services they need in that unincorporated area of the county. (County officials have chosen to provide only transportation infrastructure in the unincorporated areas of the county.)

- Brigham City started planning for economic development in the 1960's. They encouraged water projects to accommodate future growth. Yet, Brigham City does not seem to get their share of the "roof tops," i.e. retail, for sales tax base. The West Forest corridor project is a mixed use project that could reverse this.
- In addition to investing in water, electricity, sewer, and airport projects, Brigham City and Box Elder County are currently leading initiatives to expand commuter rail from Salt Lake and Weber counties to Brigham City; to provide high speed broadband through UTOPIA; and enhanced education (USU, BATC, K-12), which are all important investments for future benefits. Box Elder County has a huge potential for growth.
- Box Elder County leaders recognize that vision and planning are paramount for sustainable future growth. There needs to be an appropriate mix of jobs to match education levels. When wages are lower it is more difficult to provide affordable housing. We need to create a mix of housing opportunities for a broad range of incomes. Transportation is going to be a huge issue because the county's growth area is land locked with the mountains to the east and the lake to the west. There must be the political will to do long range planning, implementation, and enforcement to address the challenges associated with growth.
- Water and sewer systems are at capacity in many areas. It is important for communities to work together. Communities benefit from a regional development perspective. We need to engage in land-use planning for infrastructure, transportation, commercial and industry.
- In Cache County the needs of the communities vary greatly between the urban communities and the more rural communities.
- Agricultural land is disappearing as more and more residential subdivisions are being approved in the unincorporated of Cache County.
- Business activity is strong in Cache County with 720 new business permits being issued in 2007.
- The Cache Business Resource Center has opened its doors and will play an important role in incubating new businesses and helping existing businesses to succeed.
- Cache County Airport is becoming increasingly important for freight and efforts are underway to establish passenger service.
- From the standpoint of the Utah Department of Workforce Services, Cache County's economy continues to be good. There are 300-500 job openings at any point in time. Cache County enjoys diversity in industries and employers—USU, government, agriculture, manufacturing, and retail. Cache has the lowest unemployment in State. Three of the last twelve months (Jan-Dec 2007), it was less than 2%. There were 1200 new manufacturing jobs in Box Elder County offering high wages. Labor shortage is driving wages up. Cache County has consistently been one of the lowest in the state for unemployment and for low wages. While businesses requiring skilled trades are having difficulty filling those jobs, there are still people who commuting to jobs outside the area.
- There are a lot of commercial building projects in excess of \$500,000 that are in process or completed.
- Cache County's population growth is attributed in large part to new businesses relocating, 2 ½% job growth, people moving back home and high natural growth. Negative consequences of

growth include loss of agricultural land and open space (residential subdivisions exploding in unincorporated area of county) and traffic congestion. Solutions require life style changes including efficient transportation; efficient use of land; preserve critical lands; and sustainable air quality. Utah Quality Growth Principles should be considered to help preservation of rural character by preserving critical lands, allowing more compact growth, and quality development that conserves resources.

- Goals for transportation planning in Cache County include maintaining mobility, economic viability and quality of life. With UDOT taking over management of 10th West, it will become even more critical as a freight corridor through the valley. 1/4% sales tax was approved on the November 2007 ballot to be used for roads, which will provide four times as much money for capacity mitigation projects as is currently available. The manner in which Cache County is growing is having a huge impact on core mobility. We need to look at better development options (especially residential) and promoting alternative means of transportation. Secondary roads are becoming more necessary. Valley View Highway/State Road 30 will likely need to be four lanes by 2030. This is not on UDOT's list. The railroad spur is a tremendous opportunity in Cache Valley, but it is underutilized. More use needs to be encouraged so that it is not closed.
- Transportation affects air quality. We need to have land use planning that decreases vehicle miles traveled. Need to maintain good corridors between Box Elder and Cache Counties.
- While the county population is just over 2000. The Garden City area has approximately 300,000 visitors each summer. This creates concerns with inadequate infrastructure:
 - Road congestion (need for new and improved roads.
 - The need for a water treatment plant which will cost approximately \$3 million.
 - Great need for emergency medical services (mostly provided by volunteers). Cache County has assisted in the past.
- Number of building permits and valuation for vacation homes are soaring.
- Desire for Bear Lake to be year round destination. Currently lack services and infrastructure to sustain such.
- Need to raise incomes and diversify economy: Explore Internet-based business opportunities.
- It is almost impossible to find building lots at this time. The biggest concern in the future will be to make sure a second water source is available when needed.
- Rich County assessor's office information: in 2002 the average value for a home in the Woodruff area was \$37,175 and in 2007 the average appraised value is \$56,164; Randolph in 2002 - \$45,000, 2007 - \$67,000; Laketown in 2002 - \$67,949, 2007 - \$103,969; Garden City in 2002 - \$65,000, 2007 - \$136,000; unincorporated area in 2002 - \$87,000, 2007 - \$139,000.
- People working in public service and commercial service sectors are not able to find affordable housing. (The lack of affordable housing is one the main barriers faced by job seekers; people commute from Montpelier and Logan and elsewhere. Need for year round housing for public service workers and rental housing for summer workforce. (Investigate rental housing feasibility. Explore year round tourist economy so summer workforce rentals can be rented year round.)
- Infrastructure Needs: Water, Roads. How best to finance needed infrastructure. Explore imposing impact fees, raising taxes.
- People who have lived all of their lives in this area and are struggling to pay the increased taxes on their property.
- Rich County has not raised tax rates in over 12 years. Of \$1,700 paid in taxes, \$223 goes to county services, \$18 law enforcement, \$23 jail, \$22 roads, etc. and if you equate the services that are provided, it doesn't go very far. There needs to be more provided in the way of medical emergency services. May have to raise taxes a little each year.

- There are two special improvement districts in the county. One for sewer and one for roads. A rural hospital tax is being considered to fund emergency/ambulance services.
- Rich County and communities need assistance with “Planning”. There is a need for staff or circuit rider planners, to develop a vision for the future, and to educate public on need for maintaining livestock range on public lands to sustain working ranches on private lands, and to incorporate the Coordinated Resource Management Plan (CRMP) into land use policies.

Utah Science Technology and Research Initiative (USTAR) and Grow Utah Ventures have engaged the region in a process of *Stimulating the Expansion of Entrepreneurial Development (SEED)*. They have completed the process in Box Elder County and are about to complete the process in Cache County (June 2008). Their report on regional entrepreneurial activity includes the following findings:

1. Cache and Box Elder’s economies are healthy with trends slightly slower than the overall economy of Utah. Per capita incomes and wages are lower in Cache County than the state average and growing at a slower pace. Box Elder and Cache Counties are less economically diversified than the balance of the state and it is becoming more concentrated over time.
2. There is a high level of innovation and business start-ups.
3. Entrepreneurial talent is strong with highly educated people with managerial opportunities in the technology fields.
4. Over the last few years Cache is a leader among the other counties in the number of patents generated per 1,000 people employed. Box Elder County has two of the top six patent issuing companies in the state for 2006.
5. There is great opportunity in both counties for developing supporting infrastructure including better coordination of existing resources, developing networking support between entrepreneurs, mentors, companies and industries, and creating more funding resources
6. There is considerable underdeveloped equity capital network in both counties.

Infrastructure surveys

- A survey developed by Envision Utah was given to CEDS committee members and economic development professionals and community leaders in 2005 and 2006 to assess the level of economic development readiness in their community. The first table is a total of all the surveys received and describes the initial assessment of our readiness with regard to land and buildings, labor, natural resources, and factors directly and indirectly affecting input costs and output revenues. The four following tables reflect how ready each of the responding communities felt they were in various areas. These are the communities that make up the total for the first table depicting regional readiness.

DRAFT

Land and Buildings

1. We have sufficient and appropriate types of land, buildings and capital available to sustain the level of increased economic development we desire over the next 10 years.

6-Med., over half of need



2. There are programs and services now in place appropriate to incent/support the rezoning, sale and development of land tracts and buildings in our area to reach our economic development goals.

3-Low, some, very basic



Labor

3. There are sufficient amounts of (and incentives for) available labor, training mechanisms for and data on workforce needs to meet current and future labor force requirements.

7-High, pretty good shape



4. There is a regional workforce plan available to coordinate available resources and help develop additional resources to ensure adequate worker availability to reach our goals.

7-High, pretty good shape



Natural Resources

5. Our community is actively engaged in preserving and regulating its critical natural resources.

7-High, pretty good shape



Location Relative to Supplies and Markets

6. Transportation systems are adequate to meet current and expected future growth.

6-Med., over half of need



7. There is a comprehensive transportation plan available to coordinate future development.

4-Med., under half of need



Infrastructure and Utilities

8. The community has enough critical infrastructure systems and services for existing and near-term future development requirements, as well as the means to develop expansion.

6-Med., over half of need



9. There are comprehensive, up-to-date infrastructure development plans in place.

3-Low, some, very basic



Amenity and Other Quality-of-Life Factors

10. Our area has an adequate supply of housing and personal lifestyle support services.

5-Med., about half of need



11. Our area has high quality education, cultural, recreation and business services.

6-Med., over half of need



Government Policies, Regulation and Leadership

12. Local governments have updated comprehensive plans integrated to our development goals.

4-Med., under half of need



13. Our government institutions have the professional staff, local ordinances, administrative procedures and political ability in place to support land development to reach our goals.

3-Low, some, very basic



Organization for Economic Development

14.	Our area has highly qualified economic development professionals, programs and agencies.	7-High, pretty good shape
15.	We have completely integrated economic development plans for business retention, targeted attraction, cluster & local growth, and effective plan monitoring and implementation.	3-Low, some, very basic

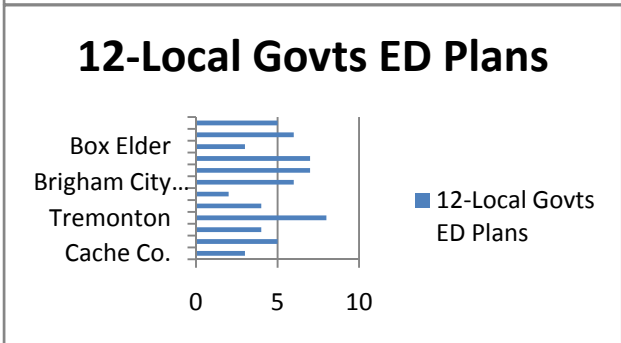
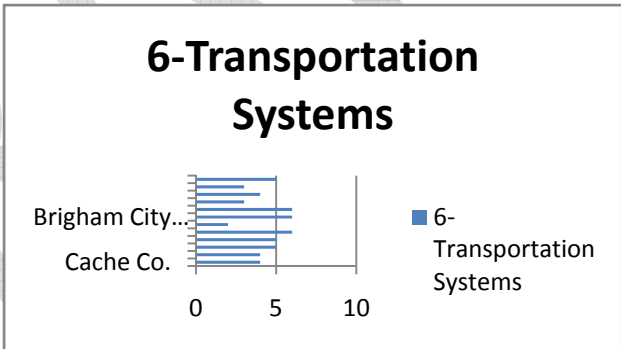
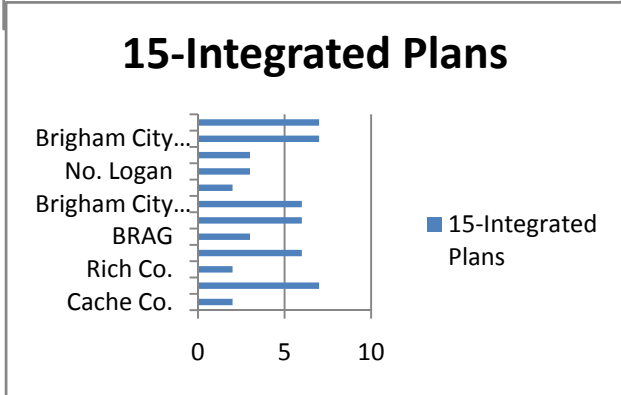
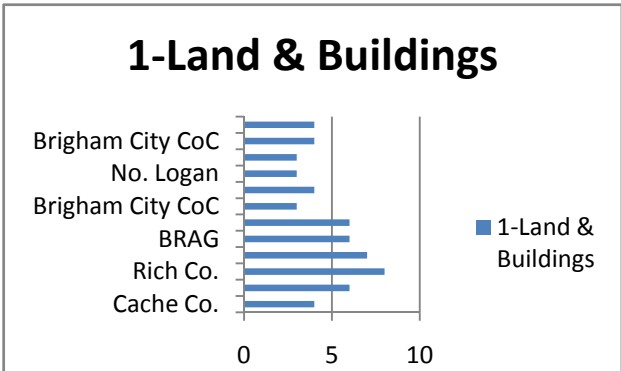
1	Direct input factors	6.00	66.7%	Good progress. Consider additional long-term land & labor strategies for sustained progress.
2	Factors directly affecting input costs & output revenues	4.75	52.8%	Good progress. Consider additional long-term planning strategies for sustained progress.
3	Indirect input cost factors	4.67	51.9%	Good progress. Consider programs, ordinances, and planning strategies for sustained progress.
TOTAL AVG. SCORE		5.14	57.1%	Good progress. Consider additional long-term plans & resource development for sustained progress.

System Inventory: Resources, People, Organizations & Capabilities

1	Baseline Economic Resources	6.00	66.7%	Good progress. Review other long-term baseline strategies & programs for further improvement.
2	Community & Civic Organizations	5.20	57.8%	Good progress. Consider additional long-term people & civic program development options.
3	Economic Development Capacity	5.83	64.8%	Good progress. Consider more long-term strategies for further econ development growth, progress.
4	Environmental Issues, Plans & Vision	4.00	44.4%	Good progress. Additional planning, program development will usually help make improvements.
5	Human Resources & Leadership	4.75	52.8%	Making progress. Consider leadership recruitment, development & training for further improvement.
TOTAL AVG: SCORE		5.16	57.3%	Inventory looks fairly good. Review several more strategies for further progress. Focus on planning.

Regional Planning & Governance Issues

1	Building sense, scope & need for regional area concept	5.38	59.8%	Good progress. Consider additional long-term, area-wide plans & programs for more improvement.
2	Creating regional vision	4.20	46.7%	Some progress is evident. Consider additional area-wide needs, strategies & development possibilities.
3	Developing preservation, restoration & change strategies	5.00	55.6%	Good work so far. Regional strategies are often hard to develop, but worth the effort. Keep going.
TOTAL AVG. SCORE		4.86	54.0%	Regional economic development requires lots of cooperation. Keep building on your successes.



Community and Private Sector Involvement including Programs and Activities

Public Involvement

Various community partners have been involved in the creation of and will be involved in the implementation of the CEDS.

In addition to the information received in the public meetings held September 25 and November 27, 2007 and January 22, 2008 that was included in the Analysis section, additional input was received from a Large Company/Organization Survey and the Dan Jones general population survey, both commissioned by BRAG in 2007.

The Large Company Survey was sent to the region's employers having 50 or more employees. The responses from the surveys helped to identify commuting patterns of employees. 490 people commute from Franklin County, Idaho to Cache County; 1,202 people commute from Cache County to Box Elder County; 365 people commute from Box Elder County to Cache County; 1,276 people commute from Weber County, Utah to Box Elder County; and 237 commute from Oneida County, Idaho to Box Elder County. The survey responses also revealed that 57.3% of businesses in the Bear River region were planning on remaining the same size over the next 12 months; those that were going to be hiring more employees are anticipating an average of 6.4 employees over that time period; four of the companies in Cache County indicated a willingness to share freight opportunities; 47% felt their city/county government was "very supportive" of their business/organization.

Seven times in the last 30 years a general population survey has been conducted by Dan Jones and Associates of randomly selected households in all three counties to gather information relative to a variety of human services and other issues. The survey provides information on public opinions and experience on crime, services needs, air quality, unemployment, transportation etc. The last survey prior to this one was conducted in 2002. In 2007, most of the problems addressed appear to be less serious to respondents than they were in the 2002 study. Problems having to do with *pollution* and *population growth* were considered to be more serious, however. Since *rapid population growth* has been tracked beginning in 1994, it has been rated in the top three of the fourteen problems presented (judged by those who either rate it as a considerable or serious problem). Initially, it was tied for third, remained third in 2002, and in the current study moved to first place, with 53% of the respondents saying it is either a considerable or serious problem. It is the only problem in 2007 that more than half of the respondents label as such. Availability of *adequate housing* dropped from 63% in 1994 to 11% in 2007. *Under-employment*, was described as a serious problem in 2002 (61%) - making it the top concern that year - fell to 37% in 2007. Two problems had decreases from 2002: *unemployment* 32% to 11% in 2007 and *cost of living* (42% to 33% in 2007). Both factors are down considerable from the early 1980's: *unemployment* dropping from 62% in 1983 and *cost of living falling* from 75% in 1980.

This document is also publicly distributed through the Bear River Association of Governments website for public review and comment. <http://www.brag.utah.gov/>

Public Private Partnerships to be further called upon and/or developed include the following:

Cache Business Resource Center partners include USU Extension, USU Innovation Campus, Bridgerland Applied Technology College (BATC), SCORE, SBA Small Business Development Center, BRAG, Cache Chamber of Commerce, private lenders and business professionals. This project is underway at the west campus of the BATC and funds have been requested from the Economic Development Administration (EDA) to renovate incubator space to be rented by early stage businesses. Mentoring, counseling, and training are being provided to emerging and existing businesses that reside in northern Utah and southeast Idaho.

Grow Utah Ventures is a private non-profit organization that has helped Box Elder County to complete their initial phase of **Seed Box Elder County** and is currently going through the **Seed Cache Valley** process in Cache County, which is intended to be inclusive of interested parties in Rich County. The end result will be a pool of mentors to assist entrepreneurs engaged in high growth potential business start-ups, greater opportunity for entrepreneurs to “mix” with other entrepreneurs and the professional business community, and greater capacity for early stage investment from local and regional investors. The Seed project establishes a strategic direction for fostering entrepreneurial development and the creation of growth and high growth businesses. The overall objective is to strengthen the regional economy by creating growth and high growth businesses. This program will benefit the region by integrating entrepreneurial development with all other facets of county/regional economic development. The result will be an economic environment that not only drives the creation of growth and high growth businesses but also is beneficial for those businesses that are currently located within the area and those that are moving in.)

The **Bear River Heritage Area** consists of seven counties: Box Elder, Cache, and Rich in Utah and Bear Lake, Caribou, Franklin, and Oneida in Idaho. It is a consortium of many organizations in government, business, education, tourism, and recreation who are dedicated to economic development through promotion and stewardship of the cultural and natural resources that are unique to the region. The Heritage Area is governed by the Bear River Heritage Area Council, consisting of representatives of all organizations that have signed the Inter-local Agreement that created the Heritage Area, and a Board elected by the Council from its ranks. BRAG provides administrative support to the Heritage Area.

The Bear River Heritage Area is seeking designation as a National Heritage Area through an act of Congress. This would bring funds into the region for economic development and promotion of our heritage. The four purposes of the Heritage Area as defined in the proposed legislation are: foster a close working relationship with all levels of government, the private sector, residents, business interests, and local communities in the States of Idaho and Utah; empower communities in the States of Idaho and Utah to exercise stewardship of their heritage while strengthening future economic opportunities; interpret, develop, and encourage stewardship of the historical, cultural, and recreational resources within the Heritage Area and the natural and scenic features of which they are a part; and expand, foster, and develop heritage businesses and products relating to the cultural heritage of the Heritage Area.

The **Cache County Agricultural Advisory Board** was appointed by the County Council to facilitate the development of programs that can be implemented in Cache County to strengthen the agricultural economy and minimize the conversion of farmland to urban uses. The Board is made up of

representatives from the two conservation districts; value added agricultural producers; farmers and ranchers; elected officials, planners, economists, and the business, home building and financial industries. It is their job to educate the public about contribution of agriculture to the local economy and quality of life; recommend criteria, policies, and implementation tools to help protect and enhance agriculture; explore economic strategies for agriculture; and provide recommendations regarding planning, zoning, and annexation issues.

Bridgerland Applied Technology College (BATC) has campuses in all three counties. BATC is vital to training the regions workforce. In addition to classroom training, BATC provides on-site (and campus based) custom fit training to meet specific workforce needs of local employers.

Started in 1987, ***EDCUtah*** is a public/private partnership, working with state and local government and private industry to attract and grow competitive, high-value companies and spur the development and expansion of local Utah businesses. EDCUtah serves as a comprehensive source of economic data, key public and private contacts, and assistance to companies working to grow their businesses in Utah. EDCUtah administers *Utah SURE Sites*, which is Utah's only qualified sites program, designed to meet the needs of relocating and expanding business. The database includes some of the best site location opportunities in Utah along with critical information necessary to make sound real estate decisions. Brigham City, Logan, and Tremonton are member cities from our region, as is Box Elder County. EDCUtah played a key role in bringing Proctor and Gamble to Box Elder County and Qwest to Cache County.

The ***Utah Telecommunication Open Infrastructure Agency (UTOPIA)*** is a consortium of Utah cities engaged in deploying and operating a fiber optic network to every business and household in its member communities. The ultra-broadband UTOPIA Community MetroNet will be open to multiple service providers to offer innovative services to citizens in the UTOPIA cities.. These services include ultra-broadband Internet access, high definition TV, video on demand, community and education services, tele-work, telemedicine, video conferencing and Internet-based telephone service. Brigham City, Perry, and Tremonton are the northern Utah community partners in UTOPIA and are expecting to have UTOPIA service summer 2008 with minimum 100 Mbps (distributed between Internet, phone, and TV service) for homes and 1 Gbps for business.

The ***Utah Science Technology and Research initiative (USTAR)*** is a long-term, state-funded investment to strengthen Utah's "knowledge economy." This initiative invests in world-class innovation teams and research facilities at the University of Utah and Utah State University, to create novel technologies that are subsequently commercialized through new business ventures.

In March 2006, the Utah State Legislature passed Senate Bill 75 creating USTAR. This measure provided funding for strategic investments at the University of Utah and Utah State University to recruit world-class researchers and build state-of-the-art interdisciplinary research and development facilities and to form first-rate science, innovation, and commercialization teams across the State. This initiative focuses on leveraging the proven success of Utah's research universities in creating and commercializing innovative technologies to generate more technology-based start-up firms, higher paying jobs, and additional business activity leading to a state-wide expansion of the Utah's tax base. Innovation focus areas include biofuels, biomedical innovation, diagnostic imaging, nanotech biosensors, and personalized medicine among others.

Governor's Office of Economic Development provides services to businesses and communities state wide including:

- Centers of Excellence (Provides grant funding to help technologies developed at Utah's colleges and universities transition into industry.)
- Corporate Site Selection in conjunction with EDCUtah
- Utah Fund of Funds (\$300 million investment in venture capital and private equity funds, aimed at providing Utah entrepreneurs access to non-traditional capital)
- Incentives (for relocating businesses who meet performance measures)
- International Business Development
- Office of Tourism
- Procurement
- Rural Development
- State Science Advisor
- Utah Film Commission
- Utah Technology Industry Council (Oversight over Utah's technology landscape as a whole with membership comprised of legislators, executive and judicial branches, and public and higher education.

Utah Department of Community and Culture

Arts & Museums, State Library, State History, Office of Ethnic Affairs, Housing & Community Development (Affordable housing; Utah Weatherization Assistance Program; State Energy Assistance & Lifeline Programs; Community Impact and Revitalization Funds (Permanent Community Impact Fund, Regional Planning Program (RPP); Private Activity Bond Authority (Tax Exempt Bonding Capacity); State Community Services Office; Community Development; Block Grants (CDBG); and homeless and volunteer coordinating committees.

CEDS Goals and Objectives - Defining Regional Expectations

The CEDS Committee has worked to define goals and objectives to address the region's challenges and to capitalize on the resources of the region. Projects are intended to promote economic development and opportunity; foster effective transportation access, enhance and protect the environment; and balances resources through sound management of development..

Goal: Increase income and wages.

Overall, communities need to collaboratively engage in efforts to increase income and wages to enhance the quality of life and well being of the region's residents. This is to be achieved by encouraging the creation of quality jobs, resulting in higher wages and incomes, greater job satisfaction, the reduction of underemployment, and support of entrepreneurship.

Goal: Keep the BRAG region attractive for economic development by sustaining and growing existing businesses and fostering new business development

The regional economic development strategy should be focused on growing and developing businesses that compliment the existing labor force and businesses, provide diversity of products to local consumers and preserve quality of life. Programs should be inclusive of woman owned businesses, micro-enterprises, ethnic minorities, high technology and high growth industries, start-ups and existing businesses.

Objective - Establish a Regional Business Resource Center:

Create a clearing house for providing resources, services and information to help assure long-term business success. The Center will coordinate economic development efforts among existing organizations and programs.

Objective - Maintain Urban Cores:

Collaboratively develop and adhere to a regional master plan that emphasizes maintaining and investing in our urban cores in accordance with smart growth principles.

Objective - Establish a Regional Business Strategy:

Encourage collaboration between jurisdictions to develop needed infrastructure and transportation and to create ordinances and policies to promote business growth.

Objective - Implement Economic Development Tools:

Facilitate business expansion and new business growth through effective utilization of economic development tools that include:

Business Resource Centers that provide counseling, mentoring, and training to help emerging and existing businesses to succeed.

- effective marketing
- identification of available sources of capital
- judicious administration of incentives
- coordinated development of infrastructure
- creation of an adequate, affordable supply of real property in locations consistent with the regional master plan

SURE Sites (Select Utah Real Estate) Sites administered by EDCUtah (Utah Sure Sites is an interactive Internet mapping program that provides enhanced economic development and site selection services to the business community. It allows users to search for available commercial buildings and sites as well as generate site-specific

demographic and business analysis reports. Utah SURE Sites is Utah's only qualified sites program, designed to meet the needs of relocating and expanding (non-retail) businesses. At least 2-5 sites should be identified in each of our three counties.

- Bridgerland Applied Technology College (BATC) administered Custom Fit program to enhance employee skills to meet employer needs
- Proven Business Expansion and Retention Programs
- Strengthen Business Linkages – Work toward enhancing local supply chain versus importing

Implement Grow Utah Ventures SEED program

Objective - Develop Workforce:

Develop education and training programs that will increase the skills of our workforce to help meet the demands of business and industry. (Investigate “Fairs” to encourage elderly and retirees to re-enter workforce part-time and job sharing. Make sure workforce training is inclusive of growing Hispanic population. Understand employer needs for migrant labor and support programs that facilitate such.) Continue to support existing education and training

Objective - Collaborate with USU:

Align regional economic development efforts with Utah State University's Innovation Campus and Technology Commercialization Office to facilitate retention of spin-off businesses and to take full advantage of opportunities such as the State of Utah's U.S.T.A.R. initiative.

Objective - Establish Core Competencies:

The region is strong in the industries of aerospace, agriculture, and scientific instrumentation. Leverage existing industry strength with the research and expertise at Utah State University, as well as the well-educated and trained regional workforce, in order to build upon core commercial competencies in such areas as: aerospace and military manufacturing; software; microbial systems; foods and nutrition; environmental science and engineering. And capitalize on the development of other core competencies as opportunities.

Goal: Keep the BRAG Region attractive for economic development by maintaining the region's high quality of life.

Objective - Counties and cities must collaborate and coordinate their land use policies and transportation planning to implement smart growth principals, maintain open space, protect environmental quality, and maintain quality of life.

- Implement land use policies and economic development activities that discourage sprawl, reduce vehicle miles traveled, reduce traffic congestion, and reduce air pollution.
- Encourage in-fill and use of existing buildings for future commercial and industrial development.
- Identify lands most appropriate for commercial and industrial development.
- Promote the most efficient utilization of existing infrastructure.
- Consider acquisition of development rights along major corridors to limit access and maintain traffic flow.
- Support changes in the sales tax distribution, to allow either through inter-local agreement or change in state statute, that would promote sound planning and growth.
- Encourage mixed use and commercial neighborhood, and community centers to decrease need to drive long distances for what have traditionally been neighborhood/community services.

- Encourage "clean" business development that will not degrade air or water quality.

Objective – Assure that best possible telecommunication and broadband services are available region wide.

Objective – Infrastructure should be “built out” versus having to develop new. “Smart” infrastructure planning and development should be implemented to provide best industrial and residential services at least cost to tax payers.

Objective – Foster the creation and coordination of effective transportation systems throughout the region including public transportation, commuter rail, rail for freight, air, and highway.

Objective - Counties, cities, and the private sector must collaborate and coordinate the development of programs to assure that there is an ample supply of affordable housing in the region.

Objective - Efforts should be made to ensure that each community adopts and implements affordable and fair housing plans that are appropriate to their community and the mix of the region.

Objective - Appropriate housing mix should be located near services, employment opportunities, and public transportation.

Goal: Promote Tourism

Tourism is fundamental to the region. Assets central to attracting tourists also draw prospective employers and millions of dollars annually into the economy. Well-kept business and residential areas and the area's natural beauty and cultural amenities are assets for both economic development and quality of life.

Objective - Encourage jurisdictions to incorporate recreational and cultural lands, activities, and facilities into their General Plans and to support and promote existing cultural events. Use local resources including the arts, cultural events, community celebrations, heritage life ways, historic locations, and seasonal recreational opportunities to enhance the quality of life and “experience” for residents and visitors.

Objective - Encourage governmental jurisdictions to support tourism by:

- Enlisting governments to help promote cultural events and the arts.
- Educating jurisdictions and residents about the economic value of tourism
- Addressing lack of governmental support for the arts
- Creating collaboration for a regional perspective by actively participating in organizations such as the Bear River Heritage Area, Intermountain Arts Alliance, and others that may be established in the future.
- Maintaining architectural integrity of historic downtowns and historic commercial districts

Goal: Support and Enhance Agriculture and Agribusiness Agriculture and agribusiness is and has historically been one of the strongest sectors in the region's economy. Agriculture needs to be enhanced and the land that supports it needs to be preserved for its contributions to the economy and the quality of life for residents.

Objective - Strengthen the role of agriculture as a core business in the region.

Objective - Promote the role of agriculture in the local economy and quality of life.

Objective - Foster entrepreneurship and innovation in the agricultural sector.

- Support new agricultural alliances aimed at supporting agricultural profitability.
- Foster new outlets for local and regional agricultural products.
- Work with Utah State University, University of Idaho, and other educational institutions to provide education on marketing and organizational ways to enhance profitability.
- Support land management tools such as zoning, subdivision requirements, leasing, or the purchase and transfer of development rights to preserve vital agricultural lands while maintaining profits for land owners.

Objective - Strengthen the role of agribusiness as a core economic activity in the valley.

(Agribusiness refers to economic activity that supports agriculture such as suppliers of inputs, and economic activity that adds value to the output of agriculture such as processing, marketing, and distribution of agricultural goods and services.)

Objective - Support agribusiness opportunities.

- Help identify and address consumer preferred niche markets.
- Encourage food safety and labeling that engenders consumer trust in local food products.
- Support marketing, education and purchasing practices that emphasize local produce.
- Sponsor research that advances added value for local agriculture and agribusiness.

Strategic Projects

The following economic development projects have been identified in each of the three counties. In addition, BRAG staff, city and county officials, and economic development professionals must continue to work closely to assure the coordinated implementation of the goals and objectives for the region.

ECONOMIC DEVELOPMENT PROJECTS (2008-2009)				
County	Entity	Project Description	Estimated Total Cost	Lead Organizations
Box Elder	Bear River City	Sewer Lift Station	\$172,560	CDBG, CIB, Local
Box Elder	Brigham City	Airport Improvements	\$8,293,158	Federal Aviation Administration, Local, Private
Box Elder	Brigham City	Redevelopment and Economic Dev't Area Projects	\$332,000	Private, Local
Box Elder	Brigham City	Water Infrastructure to Proctor & Gamble	\$9,000,000	CIB, State, Local
Box Elder	Corinne	Sewer Lift Station	\$172,225	CDBG, CIB, Local
Box Elder	Corinne	Culinary Waterline upgrade	\$384,000	USDA, Local, DWB
Box Elder	Garland City	West Factory Road Improvements Phase I	\$140,000	City
Box Elder	Garland City	East Factory Road Sewer Improvements	\$30,000	City
Box Elder	Garland City	Fire Station Addition	\$46,000	City
Box Elder	Tremonton	Trails	\$1,000,000	
Box Elder	Tremonton	Fiber-to-home Communications System	\$6,000,000	Local, UTOPIA
Cache	Airport Authority	Airport - Build Taxiway D	\$230,000	FAA/Airport Authority
Cache	Airport Authority	Airport - Taxiway A Reconstruction	\$500,000	State/Airport Authority
Cache	Airport Authority	Airport - Taxiway A Reconstruction	\$843,700	FAA/State/Airport Authority
Cache	Hyrum City	Fire Station	\$1,500,000	CIB, Local
Cache	Logan / BATC	Cache Business Resource Center	\$2,200,000	EDA, Local, State, Private
Cache	Milleville	City Park Development – Tennis Courts & Parking	\$150,000	Local
Cache	Newton	Water Projects (08)	\$145,000	
Cache	Newton	New Public Facilities: Fire Station, Town Hall, Library, Court	\$2,000,000	
Cache	Newton	Replace Main Water Line (09-11)	\$2,000,000	
Cache	Smithfield	City Office/Library	\$5,017,000	CIB, Local, EDI

Cache	Smithfield	Construct Hillside Park	\$150,000	Local
Cache	Smithfield	New Road Construction	\$133,000	Local
Rich	Garden City	New Town Hall/Library	\$300,000	CDBG, CIB, Local
Rich	Garden City	Improve Roads/Construct New Roads	\$350,000	Local
Rich	Garden City	Extend Trails/Pedestrian Path	\$250,000	Local
Rich	Lake Town	Affordable Housing Project	\$2,000,000	State, Federal, Local
Rich	Lake Town	Restrooms at Rodeo Grounds	\$30,000	Local
Rich	Randolph	Water Infrastructure	\$400,000	State (CIB, DWB)
Rich	Randolph	Fire protection system update	\$100,000	State (CIB), Local
Rich	Randolph	Sidewalk Improvements	\$100,000	State (CIB), Local
Rich	Randolph	New Automated Sprinkler System	\$40,000	State (CIB), Local
Rich	Woodruff	Fire Station	\$160,000	Local

Performance Measures

Performance measures will be tied directly to the long-term economic development goals as previously identified in this document. The goals are to be accomplished in a manner protective of the region's environmental quality. The followed data will be evaluated as it becomes available to monitor performance of the strategy.

- Computation and comparison of regional and county job creation to state and national rates;
- Computation and comparison to regional and county job retention to state and national figures;
- Computation and comparison to regional and county business creation to state and national figures;
- Computation and comparison to regional and county business success (with regard to staying in business for five or more years) to state and national figures;
- Computation and comparison of regional and county per capita income levels to state and national figures;
- Computation and comparison of regional and county average wages to state and national figures;
- Computation and comparison of regional and county economic cluster activity to state and national figures;
- Computation and comparison of regional and county industry diversity to state and national rates.

Trends in these key economic development indicators and any significant changes in the economy will be monitored by the Bear River Association of Governments in a consistent and timely basis. Effectiveness in meeting goals will be evaluated and adjustments will be made to the CDS document as required to meet the performance goals of the document and/or the economic development needs of the region.